TOWN OF
LEDUC

CENTRAL AREA
REDEVELOPMENT PLAN

Town of Leduc

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October 21, 1982

Mayor O. Klak and Council
Town of Leduc
Civic Administration Building
Leduc, Alberta

RE: Leduc Central Area Redevelopment Plan

It is my pleasure to present you with the final draft report of the Town of Leduc Central Area Redevelopment Plan.

The Plan presents physical, economic and legislative/organizational strategies for the comprehensive improvement of the central area.

It is the opinion of the Plan Committee that at this time the Town should not adopt this document by municipal bylaw but rather use it as a basis for further discussions with all interested parties including the Province of Alberta.

The Plan Committee would like to thank all of those who contributed to the successful completion of this project. With the continuing support of Council, the business community and the residents of Leduc, the central area will continue to develop as the heart of our community.

Yours truly,

Robert G. Guebert, Chairman
Central Area Redevelopment Plan Committee

CENTRAL AREA REDEVELOPMENT PLAN COMMITTEE

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Darwin Enders	Chamber of Commerce
Terry Hrycak	Chamber of Commerce
Larry Moussa	Chamber of Commerce
Earl Wedel	Town Manager
John Hilliard	Town Planner
Roy Virtue	Town Engineer

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INTRODUCTION

INTRODUCTION

Purpose of Report

The Town of Leduc Central Area Redevelopment Plan is the result of several months of research by staff of the Edmonton Metropolitan Regional Planning Commission, numerous Plan Committee meetings and information from the general public, business sector and civic administration. The plan contains goals, objectives and recommended actions in a variety of subject areas which are intended to assist the central area in continuing to develop, improve and serve the residents of Leduc and district.

The publication of the plan alone will not achieve the desired changes. Improvements will only occur through the actions of those interested in the well-being of Leduc's central area. The plan is therefore addressed to those individuals and organizations with the expectation that it will guide and assist their endeavours.

The Study Design

The preparation of a central area redevelopment plan was prompted by the commercial development strategy contained in the Town's general municipal plan. The strategy recognizes the importance of the central area and assigns to it the role of accommodating the majority of the Town's commercial space. The general municipal plan recognizes that considerable central area redevelopment will be required and accordingly states that:

> The Town will prepare an area redevelopment plan for the central area of Town to guide all public and private redevelopment in the existing central business district.

The Edmonton Regional Planning Commission prepared the terms of reference for the redevelopment plan and, on October 26, 1981, the Town appointed a committee to oversee preparation of the plan.

The study design is summarized by Figure 1.

The inventory and analysis phase included:

(a) the identification of public and business sector attitudes to the central area;

(b) the review of land use opportunities and constraints within the central area; and

(c) the assessment of existing services, organizations and regulations.

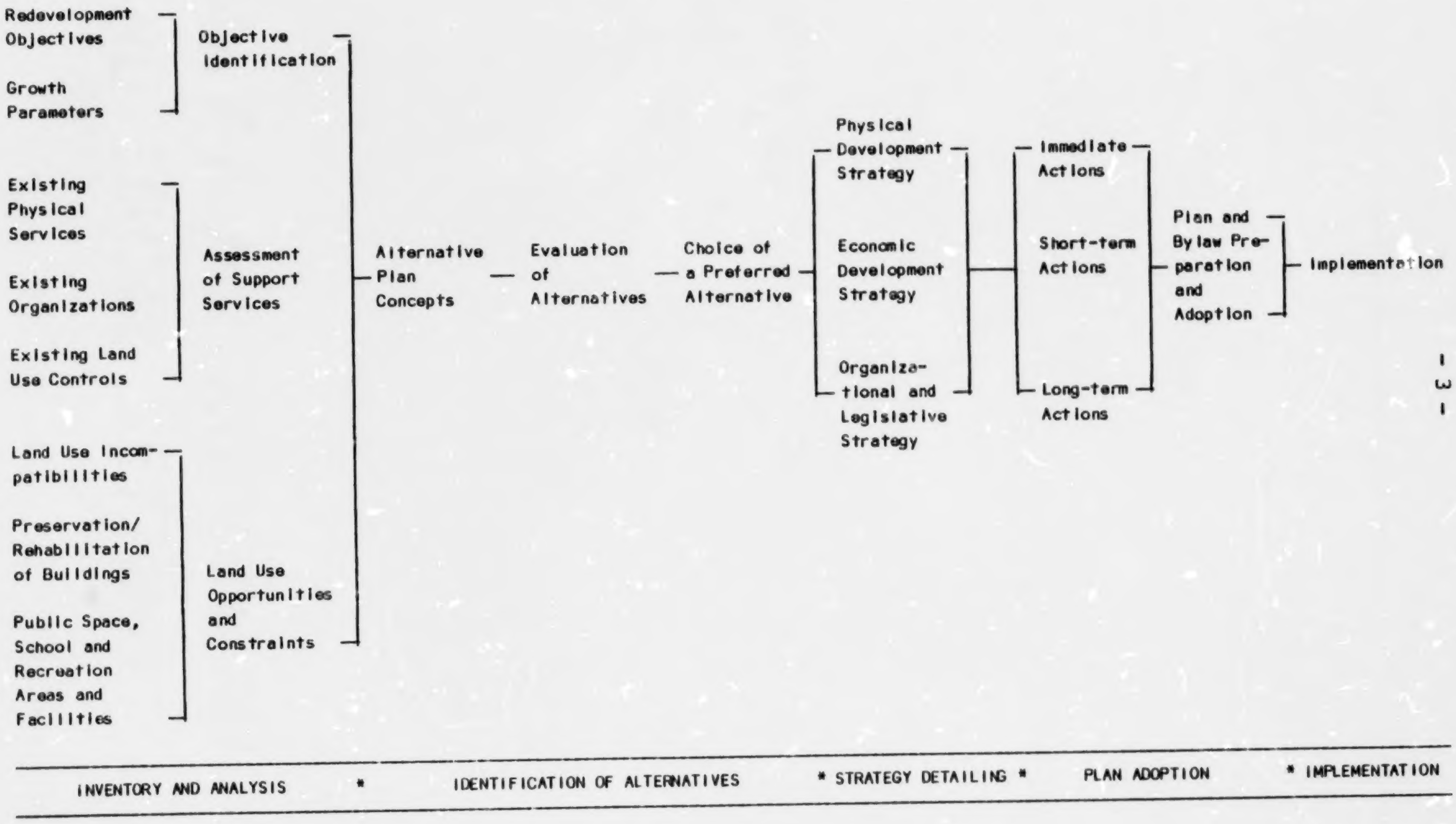
Information from the inventory and analysis phase was used to develop a plan concept.

The preferred alternative plan concept was then detailed through the preparation of physical development, economic development and organizational/legislative strategies. The strategies consist of immediate, short-term and long-term coordinated actions to implement the plan.

Funding of the project was provided by the Edmonton Metropolitan Regional Planning Commission.

FIGURE 1

CENTRAL AREA REDEVELOPMENT PLAN WORK PROGRAM


Redevelopment Objectives
Growth Parameters
Objective Identification
Existing Physical Services
Existing Organizations
Existing Land Use Controls
Assessment of Support Services
Land Use Incompatibilities
Preservation/ Rehabilitation of Buildings
Public Space, School and Recreation Areas and Facilities
Land Use Opportunities and Constraints
Alternative Plan Concepts
Evaluation of Alternatives
Choice of a Preferred Alternative
Physical Development Strategy
Economic Development Strategy
Organizational and Legislative Strategy
Immediate Actions
Short-term Actions
Long-term Actions
Plan and Bylaw Preparation and Adoption
Implementation
INVENTORY AND ANALYSIS *
IDENTIFICATION OF ALTERNATIVES
* STRATEGY DETAILING *
PLAN ADOPTION
* IMPLEMENTATION

PART I: METROPOLITAN AND LOCAL SETTING

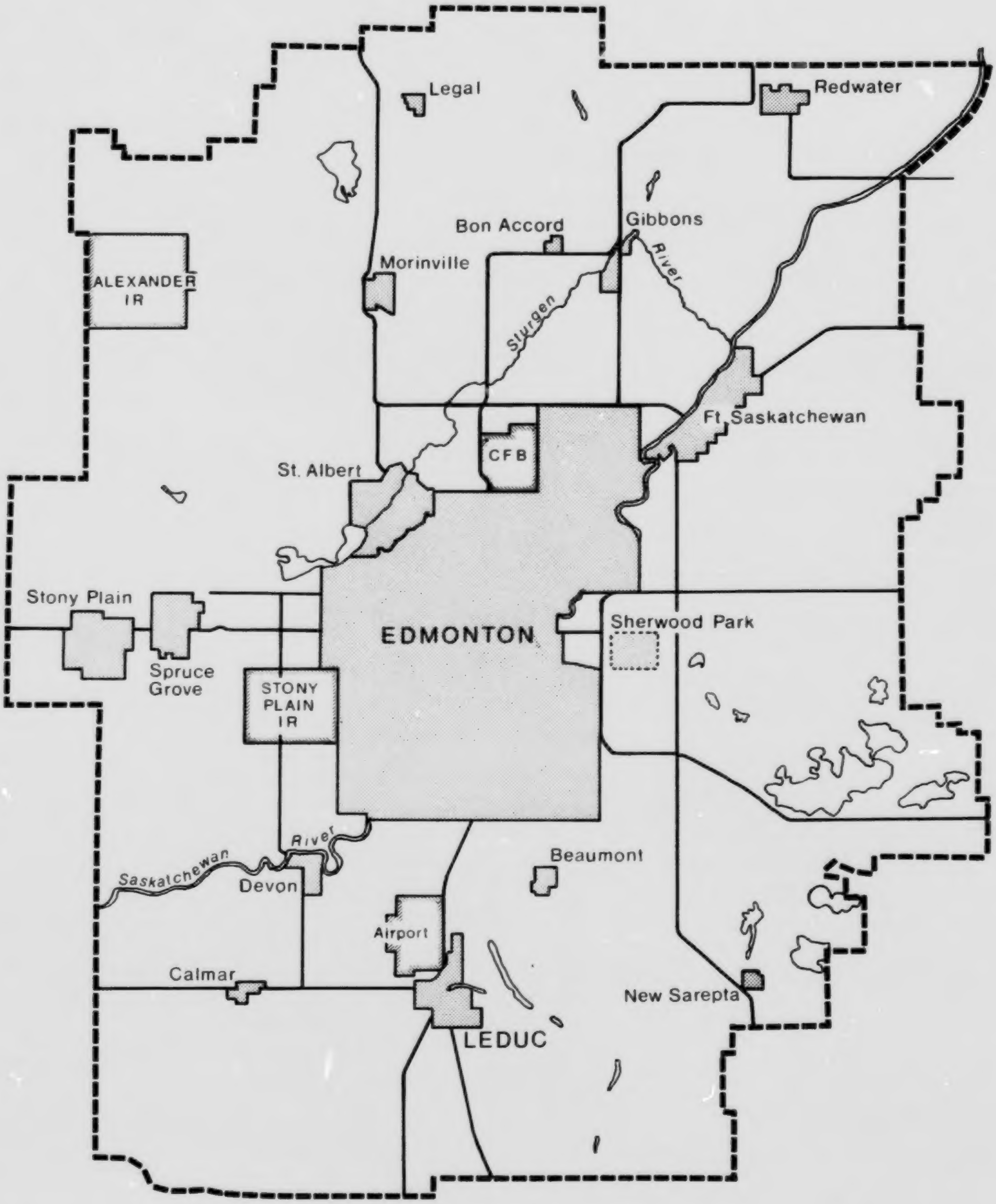

Legal
Redwater
Bon Accord
Gibbons
Morinville
ALEXANDER IR
Sturgeon
River
Ft. Saskatchewan
CFB
St. Albert
Stony Plain
Spruce Grove
EDMONTON
Sherwood Park
STONY PLAIN IR
Saskatchewan
River
Devon
Beaumont
Airport
Calmar
New Sarepta
LEDUC

FIGURE 2

METROPOLITAN SETTING

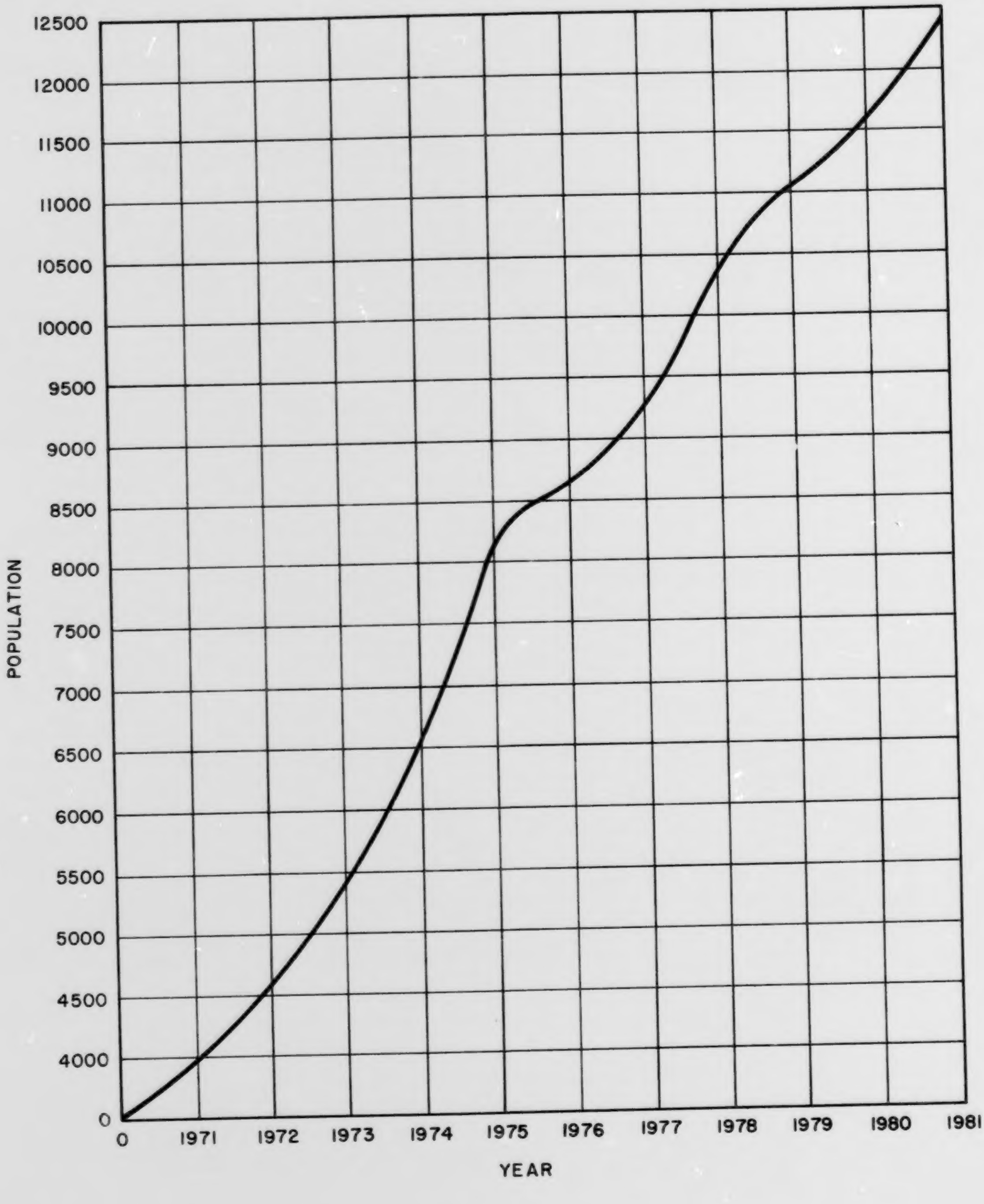


FIGURE 3

POPULATION , 1971 TO 1981

PART ONE: METROPOLITAN AND LOCAL SETTING

1.1 The Town in the Metropolitan Area

Location

The Town of Leduc is situated in the eastern part of the County of Leduc sixteen kilometres south of the City of Edmonton (see Figure 2). The Town straddles Highway #2, Alberta's primary north/south transportation corridor which connects Calgary, Red Deer and Edmonton. The Town is also adjacent to the Edmonton International Airport and the Leduc-Nisku Industrial area — one of the largest business/industrial parks in Canada.

The prospect of continued economic growth of Alberta and the Edmonton metropolitan area provides an attractive climate for the Town's population growth and economic development. The Town enjoys exceptionally good locational attributes including proximity to road (Highway #2 and #39), rail (Canadian Pacific Railway mainline and Hoadley branch line) and air (Edmonton International Airport) transportation modes as well as access to a growing local and metropolitan labour pool.

Historical Growth

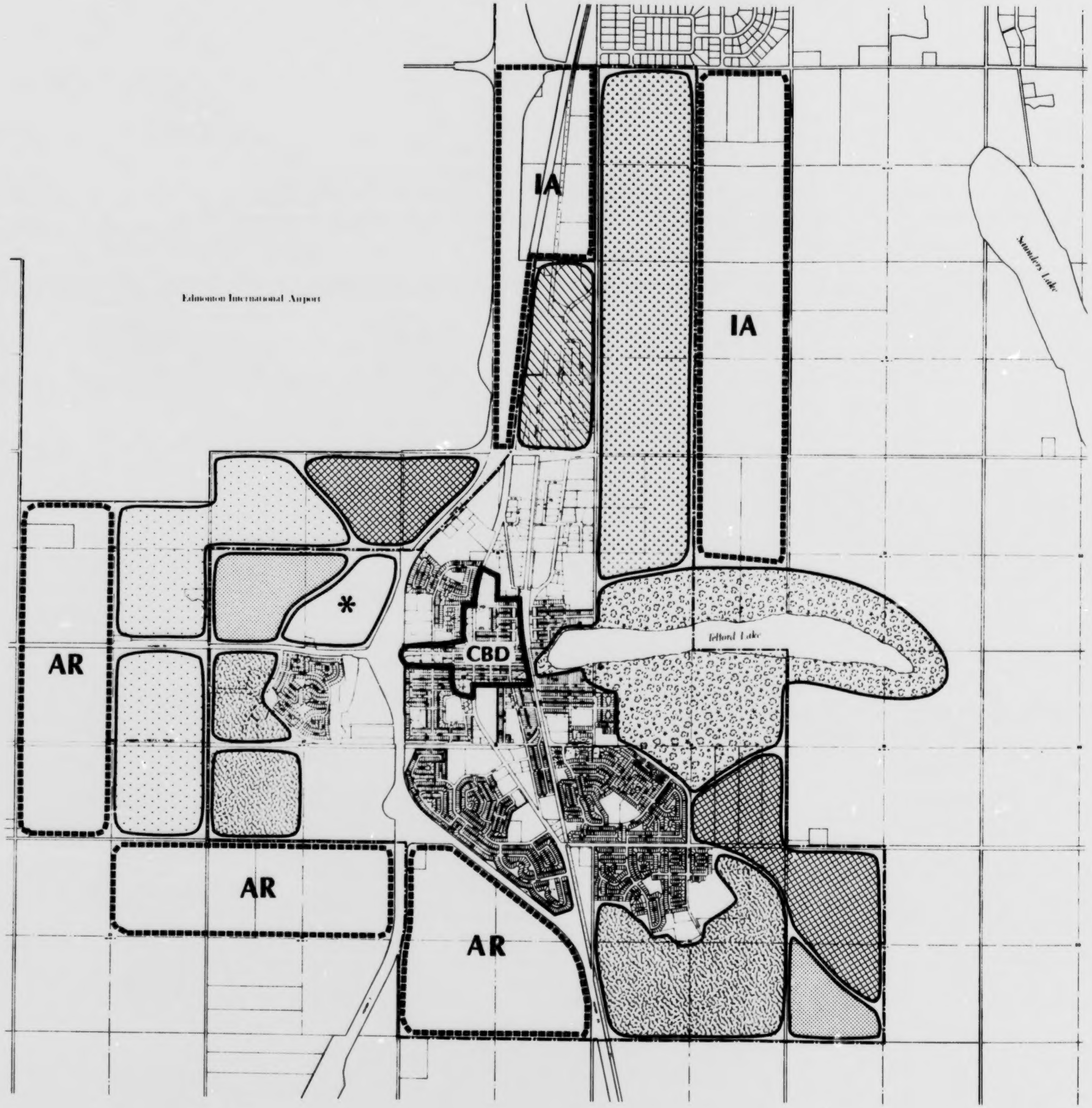
The Town of Leduc was incorporated in 1899. Originally the Town functioned as a service centre for the surrounding prosperous agricultural area. The discovery of oil a few miles northwest of the Town in 1947 resulted in accelerated population growth and added economic functions related to oil field servicing and accommodation of a growing labour force. Since 1971, the Town's dormitory function has resulted in very rapid population growth. Between 1971 and 1975, the Town accommodated 7.5 percent of the total Edmonton metropolitan area population growth. In more recent years, Leduc's share of the metropolitan population increment has declined to 3.6 percent (see Figure 3).

Future Growth and Land Use

On June 15, 1981, the Town of Leduc Council approved the municipality's general municipal plan. The plan describes the land uses proposed for the municipality and the manner in which the Town will seek to accommodate a population of approximately 37,000 residents to the year 2001 and is consistent with the draft Regional Plan which has designated Leduc as a satellite industrial growth centre. The municipality's future urban form is illustrated by Figure 4. Among the major land use features of the plan are the following:

FIGURE 4

FUTURE URBAN FORM


IA
IA
Edmonton International Airport
Saunders Lake
*
CBD
Telford Lake
AR
AR
AR

- ▒ Approved Residential
- ▒ Short Term Available Residential Expansion Area
- ░ Required Residential Annexation Area
- AR Alternative Residential Expansion Area
- CBD Expanded Central Business District
- * Regional Shopping Centre
- ▨ Approved Light Industrial
- ░ Available Industrial Expansion Area
- IA Industrial Annexation Area
- ░ Agriculture / Open Space
- ▩ Agriculture / General Industrial Reserve

Source : Town of Leduc General Municipal Plan

(a) Future residential growth will occur primarily to the west, but also to the south of the existing developed area.

(b) Future industrial development will generally occur north and northeast of the existing developed area.

(c) A sub-regional shopping centre site has been designated northwest of the intersection of Highway #39 (50th Avenue) and Highway #2.

(d) The central business district will remain the major commercial area of the Town.

(e) Major transportation routes, which reinforce the chosen urban form and accommodate forecasted travel demands, have been designated within and beyond the Town.

The future economic development of Leduc is a major theme of the plan and many policies are included which seek to stimulate and accommodate commercial and industrial development.

1.2 The Central Area

History and Planning Precedents

Leduc grew as a service centre from its original establishment as a wayside and lodging house on the Edmonton/Calgary trail. In 1953, there were 40 shopping establishments serving an urban population of 1,920 and a rural population of 4,820.

In the early 1950's, Leduc's Class 1 functions[1] were situated along Main Street (50th Avenue) between Highway #2 (now 50th Street) and the Canadian Pacific Railway mainline. Room for expansion of Class 1 facilities was limited to twenty-two potential lots (8 vacant lots and 14 non-conforming uses). Downtown redevelopment plans included a new Town Hall and Public Library. The library was built on the corner of Main Street and West Railway Avenue (47th Street). The new Town administration offices were located several blocks to the west, on 50th Avenue and 51st Street.

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[1] Class 1 commercial businesses and enterprises include retail outlets for daily shopping needs; public buildings such as the municipal administration offices; business and professional offices; entertainment establishments (theatres, restaurants, hotels, taverns); and some recreation facilities (such as commercial bowling alleys and pool halls, small public parks and gardens).

Class 2 functions[2] were generally located along 47th Avenue opposite the Canadian Pacific Railway station grounds. Two additional Class 2 commercial zones were identified beyond the central business district.

Class 3 functions[3] were proposed to locate along 50th Avenue west of 50th Street and north of 50th Avenue along the east side of 50th Street.

The Town of Leduc's interest in maintaining the viability of the central area is by no means recent. A variety of studies have been undertaken in recent years including:

(a) The Leduc Commercial Report completed in 1976.

(b) Leduc Parking Study completed in 1974.

Both studies were prepared during a period of very rapid Town growth and assisted the Town in responding to a variety of land development proposals.

The rapid population growth of Leduc since approximately 1971 resulted in expansion of the Town's commercial structure. In 1978, the Alberta Bureau of Statistics reported that there were 107 retail and service trade outlets in the Town. The 1981 central area redevelopment plan business survey questionnaire was distributed to a total of one hundred and eight-four (184) enterprises within the central area. Of the one hundred and thirty-seven (137) responding businesses, one hundred and twenty-four (124) or 91 percent were classified as commercial.

Development Potential and Strategy:

Background studies to the general municipal plan indicate that although local residents shop in the Town for groceries and drugs, a relatively large proportion of their purchases of other goods and services occurs elsewhere, mainly in Edmonton. In consequence, it would seem that Leduc's relatively well developed commercial sector is, to a large degree, supported by its secondary trading area (that segment of the total geographical trading area lying beyond the boundaries of the Town). Future prospects for the development of the Town's commercial sector, therefore, will be determined, not only by increases in the number of people living within Leduc's trading area and by growth in their incomes, but also by the degree to which their shopping preferences can be redirected towards the Town's commercial facilities.

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[2] Class 2 functions include tradesman workshops, service and repair stations, wholesaling, warehousing and building supplies. Class 2 commercial activities cater to a more mobile, or car-oriented, market.

[3] Class 3 commercial establishments include auto shops, car repairs, highway motels and services catering to the travelling public.

There are two chief ways to direct shopping preferences to local enterprises; namely,

(a) increase the variety and level of local commercial services; and

(b) promote the expansion of local employment opportunities since Leduc residents employed in Edmonton are much more likely to shop in Edmonton, also.

Commercial space requirements for the Town of Leduc for the years 1986, 1991 and 2001 were calculated during the Town's general municipal plan program.[4]

Two projections were prepared (see Table 1). Projection I used the same methodology as The Leduc Commercial Report; namely, the present per capita standard of commercial space was applied to the projected population of the current geographical trading area of Leduc. Projection I was also based on the following assumptions:

(a) there will be no geographical expansion of the Town's present trading area;

(b) there will be no major changes in the current commercial structure (variety and level of service) of the Town;

(c) there will be only a limited amount of industrial development in the Town; and

(d) there will be no change in the shopping habits of the residents of Leduc's trading area.

The restrictive assumptions of Projection I were substantially relaxed in the preparation of Projection II (maximum space requirements). For Projection II the pivotal assumption was that Leduc's current geographical trading area can be substantially enlarged with the establishment of major regional type retail facilities in the Town. The resulting upgrading of local retail services is expected to act as a catalyst for accelerated growth and upgrading in other segments of the Town's commercial sector. Projection II also assumes that a substantial amount of industrial development will occur in Leduc in the next twenty years. This industrial development is expected to not only bring new shoppers to the Town (including industrial workers commuting from Edmonton) but also encourage changes in the shopping habits of local residents so that a larger proportion of their purchases are made in Leduc.

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[4] Edmonton Regional Planning Commission, Town of Leduc General Municipal Plan; Economic Development Prospects, ERPC, Edmonton, Alberta; November 1979, 37 pages.

TABLE 1
PROJECTED COMMERCIAL SPACE REQUIREMENTS
TOWN OF LEDUC, 1979-2001

			PROJECTION I		PROJECTION II	
Year	Projected Trading Area Population		GLA - m^2 (Sq. Ft.)	Net Hectares (Acres)*****	GLA - m^2 (Sq. Ft.)	Net Hectares (Acres)*****
1979*	21,026		53 419 (575,000)	25.7 (63.6)	53,419 (575,000)	25.7 (63.6)
1986	29,049 (34,549)**	low	73 672 (793,000)	35.5 (87.8)	97 362 (1,048,000)	46.9 (115.9)
		medium+	77 760 (837,000)	37.4 (92.5)	101 450 (1,092,000)	48.9 (120.8)
	32,247 (38,247)**	high	81 755 (880,000)	39.4 (97.3)	105 445 (1,135,000)	50.8 (125.6)
1991	34,677 (63,900)***	low	87 979 (947,000)	42.4 (104.8)	137 218 (1,477,000)	66.1 (163.4)
		medium+	94 761 (1,020,000)	56.7 (112.9)	144 000 (1,550,000)	69.4 (171.5)
	40,071 (70,400)***	high	101 636 (1,094,000)	49.0 (121.0)	150 874 (1,624,000)	72.7 (179.6)
2001	46,721 (86,900)****	low	118 451 (1,275,000)	57.1 (141.0)	185 341 (1,995,000)	89.3 (220.7)
	56,395 (98,900)****	high	143 071 (1,540,000)	69.0 (170.4)	209,961 (2,260,000)	101.2 (250.0)

Notes:

*	Actual figures
**	Adding to the basic trading area Devon (4,900-5,300 people) and additional County of Leduc residents (600-700 people) including Breton.
***	Adding to the basic trading area Devon (5,900-7,000) plus Breton (727-775) plus additional County of Leduc residents (800) plus a part of Wetaskiwin's trading area (21,772).
****	Adding to the basic trading area Devon (8,500-10,000) plus Breton (850-900), additional County of Leduc residents (800) plus a part of Wetaskiwin's trading area (28,772).
*****	Calculated using the 1979 density of development figure of 2 075 square metres per net hectare (9,040 square feet per net acre).
+	medium projection calculated as an average between low and high

SOURCE: General Municipal Plans Section of the Edmonton Regional Planning Commission.

Commercial uses within the central area are currently developed at an average density of approximately 2 806.7 m^2 of gross leasable area (GLA) per net hectare (12,226.1 sq. ft. GLA per net acre) and the entire central area redevelopment plan area encompasses 34.46 net hectares (85.15 net acres).

By way of comparison, if the total central area commercial space projected for the year 2001 occupied all of the available central area land, then the average commercial density would be in the order of 3 343.5 to 3 909.7 m^2 GLA per net hectare (14,564.2 to 17,030.8 sq. ft. GLA per net acre).

Although possible, it is nevertheless unlikely that, with increasing densities, the entire Leduc central area redevelopment plan area will convert to commercial uses within the next twenty years.

Table 2 indicates the types of land use districts together with the amount of land each occupies, excluding streets and lanes, within the central area redevelopment plan area.

The total area in commercial uses is 16.00 ha (39.53 acres) and the total area zoned for commercial uses is 25.74 ha (63.60 acres). Therefore, 9.74 ha (24.07 acres) are zoned for commercial uses but are not used for commercial purposes. That represents an overzoning of approximately 60 percent and indicates that there is no shortage of commercially zoned land, particularly since the existing central area is developed at relatively low densities.

In the 1976 Leduc Commercial Report it was noted that overzoning amounted to 33 percent and that this amount of overzoning appeared to be a general characteristic of other urban areas.

In addition historical experience has shown that if a municipality's central business district is to continue to be viable, it must contain a certain minimum proportion of the municipality's total commercial space. The proportion appears to vary for individual municipalities over time and with their stage of development, as well as with any shifts in the functions they perform for their hinterlands. However, preservation of the viability of the central area is only one municipal objective, albeit a very important one. Other competing objectives also have to be considered, including:

(a) maximization of the overall commercial sector's growth;

(b) provision of a reasonable degree of shopping convenience for local residents; and

(c) minimization of land use conflicts associated with the conversion from low density residential uses to commercial uses in the central area.

TABLE 2

CENTRAL AREA REDEVELOPMENT PLAN LAND USE DISTRICT AREAS

Land Use District	Hectares	(Acres)	Square Metres	(Square Feet)
U.S. URBAN SERVICES (semi-public)	1.35	(3.33)	13 461.8	(144,901.4)
P.1 RECREATION (general recreation)	0.27	(.67)	2 711.4	(29,185.2)
R.1C RESIDENTIAL (single family Class C)	6.35	(15.69)	63 500.2	(683,510.9)
R.3 RESIDENTIAL (limited high density)	0.75	(1.86)	7 512.3	(80,861.9)
C.MX COMMERCIAL (mixed light industrial)	0.87	(2.15)	8 700.7	(93,654.0)
C.5 COMMERCIAL (low intensity)	1.08	(2.66)	10 750.2	(115,714.3)
C.4 COMMERCIAL (shopping centre)	2.06	(5.08)	20 578.1	(221,501.4)
C.3 COMMERCIAL (vehicle oriented)	0.65	(1.62)	6 543.4	(70,432.9)
C.1 COMMERCIAL (central business district retail and service)	21.08	(52.09)	210 790.0	(2,268,975.6)
TOTAL	34.46	(85.15)	344 548.1	(3,708,687.6)

SOURCE: Municipal Planning and Research Section, Edmonton Metropolitan Regional Planning Commission, 1982.

The general municipal plan concluded that maximization of the growth of the Town's commercial sector (and attainment of the maximum projected total of 209 961 m^2 of gross leasable commercial area) required enlargement of Leduc's current trading area through the establishment of a major sub-regional scale retail shopping facility. Such a facility would act as a catalyst for accelerated growth and the upgrading of the other segments of the Town's commercial sector. Substantial industrial development was noted as also being required, not only to bring new residents to the Town but also to encourage local residents to purchase a larger proportion of goods and services in Leduc.

Although the viability of the central area could clearly best be achieved through concentration of commercial development in the downtown, the attainment of other objectives requires some degree of peripheral commercial growth. A range of 55 to 65 percent of the total commercial floor space located in the downtown area represents a reasonable compromise between the previously listed competing municipal objectives. Accordingly, the Town expects to accommodate between 115 200 and 134 700 m^2 of commercial gross leasable area in the downtown area by the year 2001 (see Table 3).

The strength and vitality of a municipality's central area depend, not only on its relative size, but also, to a significant degree, on the types, intensities and arrangements of the various land uses it contains. The most dominant and important land use in a central area, of the size envisioned for Leduc, is retail trade, complemented by a variety of service establishments and office development. Various institutional recreational, educational, cultural and higher density residential land uses also belong among the land use components which can be considered desirable for the central area.

Leduc's central commercial area can be expected to continue performing certain neighbourhood and local commercial functions for the population within its vicinity. Nevertheless, with growing peripheral commercial development, the central area will have to evolve towards increasing specialization in the Town-wide and regional type activities. This means that it will have to provide an increased amount and variety of higher order goods and services, for both local residents and those living in Leduc's secondary trading area. Because of its expected population growth, its favourable location and good accessibility from the surrounding area, Leduc has the potential to capture a substantial amount of higher order commercial functions which would otherwise be performed by the City of Edmonton, the City of Red Deer or possibly the City of Wetaskiwin.

TABLE 3

SUMMARY OF COMMERCIAL SPACE PROJECTIONS BY LOCATION; 2001 [1]

	ALLOCATION I			ALLOCATION II		
Location	Gross Leasable Area m^2 X 100 (Sq.Ft. x 1000)	% of TOTAL	Net Hectares (Acres)	Gross Leasable Area m^2 X 100 (Sq.Ft. x 1000)	% of TOTAL	Net Hectares (Acres)
Central Business District	115.2 (1,240)	55.0	36.4[2] (90)	134.7 (1,450)	64.0	36.4[2] (90)
Sub-regional Shopping Center	37.2 (400)	18.0	16.2 (40)	37.2 (400)	18.0	16.2 (40)
Suburban Commercial	18.6 (200)	9.0	8.1 (20)	13.9 (150)	7.0	6.1 (15)
Northern Industrial	39.0 (420)	18.0	24.3[3] (60)	24.2 (260)	11.0	15.0[3] (37)
TOTAL	210.0 (2,260)	100.0	85.0 (210)	210.0 (2,260)	100.0	73.7 (182)

Notes:

[1] Allocation I assumes the maximum degree of commercial dispersal. Allocation II assumes the maximum degree of commercial centralization.

For further information see Town of Leduc, General Municipal Plan and Town of Leduc, Economic Policy Report.

[2] Net Hectares (Acres) of central business district represents its likely maximum extent.

[3] The amount of commercial development in the northern industrial area, particularly along Airport Road and realigned Highway #2, is difficult to estimate at this time.

SOURCE: Edmonton Regional Planning Commission, Town of Leduc General Municipal Plan; ERPC, Edmonton, Alberta; June 1981, 111 pages.

Every larger urban municipality needs, for the proper functioning of its urban systems, a strong nucleus of commercial activities in the form of a central business district. If the central area is to function satisfactorily, a functionally focused arrangement of its major activities is required. This arrangement as a rule involves a concentration of the most important town-wide and regional service land uses in an area characterized by the best accessibility and the capability for high density development. Leduc's central area is presently developed at a rather uniformly low density and consequently does not possess, as yet, this kind of a focus.

In terms of overall accessibility, the highest potential for the development of a future high density core in the central area undoubtedly lies in the general area around the intersection of 50th Avenue and 50th Street and, in particular, in the south-southeast part of the intersection which is not restricted by the International Airport noise contours.

Other advantages of this area include its closeness to the existing and potential areas of higher density residential development as well as its adjacency to a large park which could be integrated into the central area complex as a part of the recreation amenities serving not only the central area residents but also the central area employees and shoppers. Higher density office development contemplated for the central area could be integrated with existing Provincial government offices and the new civic complex planned for the vicinity of north Alexandra Park. The park itself could visually enhance the future civic centre and emphasize its importance as a landmark of the Town.

The short-term strategy for central area development proposed by the general municipal plan was as follows:

(a) to channel additional commercial development to the full block wide strip along 50th Avenue and to the northeast expansion area (given the noise exposure forecast [N.E.F.] contour limits associated with Edmonton International Airport);

(b) to encourage higher density commercial redevelopment in the vicinity of the intersection of 50th Street and 50th Avenue while respecting the N.E.F. contour limitations;

(c) to initiate a central area study which would provide a basis for the Central Area Redevelopment Plan;

(d) to declare a portion of the south-southeast expansion area a Direct Control District in order to avoid redevelopment which would not be consistent with the future high density character of the area; and

(e) to begin assembling land in the Direct Control District for the future civic complex facilities and/or other purposes the Council may deem necessary.

It was recommended that a longer term strategy for central area development should be founded on the recommendations of the central area redevelopment study.

The general municipal plan also recommended that the Town should plan to accommodate a greatly expanded commercial base, not only by the encouragement of central area redevelopment, but also through the designation of a sub-regional shopping centre site capable of accommodating approximately 37 200 m^2 (400,000 sq. ft.) of gross leasable area (16.2 net hectares or 40 net acres of land).

The designation of a sub-regional shopping centre site was considered to be an immediate step which the Town could take in order to fulfill the shopping needs of existing and prospective residents. That action has been taken and constitutes a clear statement to the private sector of the Town's willingness to accommodate such development. A general area suitable for a sub-regional shopping centre site was identified and land development interests north of Highway #39 and west of Highway #2 have incorporated a viable 16.2 ha site capable of accommodating a 37 200 m^2 sub-regional shopping centre into their development plans. The site has good visibility from major transportation routes, appropriate accessibility and proximity to future high density forms of housing.

The first phase of the sub-regional shopping centre is expected to occur within the next five years. The actual timing is likely to depend on the speed of residential development in the western portion of the Town. The second phase of the sub-regional shopping centre can be expected within the next ten years. The timing of its approval by council may be tied to progress in the redevelopment of the central area, as proposed by the central area redevelopment plan.

Commercial space, totalling in the order of between 13 935 and 18 580 m^2 (150,000 to 200,000 sq. ft.) of gross leasable area (6.07 to 8.09 net hectares or 15 to 20 net acres of land), may be provided by several neighbourhood and/or local commercial centres in existing and proposed residential expansion areas. After the establishment of a sub-regional shopping centre or significant progress on central area redevelopment has been made, additional neighbourhood centres, of no more than 2 ha (5.0 acres) in area or 4 645 m^2 (50,000 sq. ft.) of gross leasable area, to serve the convenience shopping requirements of up to 10,000 residents, may be permitted. The central area and the community/sub-regional shopping centres are expected to perform this function for the adjacent residential areas. However, prior to the establishment of a sub-regional shopping centre and progress on central area redevelopment, additional shopping areas will be limited to 1.2 ha (3.0 acres) and 2 787 m^2 (30,000 sq. ft.) of gross leasable area.

The remaining projected commercial floor space of 24 200 to 39 000 m^2 (260,000 to 420,000 sq. ft.), or 15.0 to 24.3 net hectares of land (37 to 60 net acres of land) is expected to be located in the northern industrial area to serve the industrial area work force and the travelling public, as well as to accommodate land extensive commercial enterprises such as retail warehouse sales, automobile, farm machinery and building product sales. These enterprises should be located in a way which would provide a suitable transition from commercial to light industrial uses. The area along 50th Street north of the central area enjoys good access and visibility for those types of uses and would result in a relatively low intensity of development under the airport flight path.

PART 2: ATTITUDES AND DEVELOPMENT OBJECTIVES

PART TWO: ATTITUDES AND DEVELOPMENT OBJECTIVES

2.1 Public Attitudes

The opinions of the business community and the general public as well as the capabilities of the central area provide the basis for central area redevelopment objectives, land use concept and more detailed actions and improvements.

The proposed actions must be responsive to community and business sector attitudes if they are to be implementable.

The results of the 1979 Community Survey indicate that Leduc residents consider downtown redevelopment to be a high priority because of the poor physical condition of the area and the perceived insufficient choice of, or lack of, commercial facilities, goods and services (see Appendix A).

2.2 Business Sector Attitudes

Public attitudes to the existing central area and its future development are very important since the general public are the customers the central area businesses must attract in order to be successful. Also of considerable importance are the attitudes of those who operate the various central area businesses and services. During December 1981, business survey questionnaires were distributed to every operating non-residential and non-public/semi-public land use activity within the central area redevelopment plan area. Seventy-four percent of the questionnaires were returned. All major types of central area businesses were represented in the survey.

The business community generally recognizes that the central area is in poor physical condition due in part to the lack of cleanliness, landscaping, street furnishings and coordination of building designs and the presence of overhead utility lines and rundown buildings. Other major concerns were the perceived lack of parking and the need for additional shopping opportunities and improved retail management (see Appendix B).

2.3 Goals and Objectives

The basic goal of central area redevelopment is explained in the following extract from the general municipal plan.

> The downtown area should be activity and people oriented. It should be able, therefore, to attract not only shoppers, but also those residents who want to spend their leisure time enjoyably and interestingly.

The goal of central area redevelopment is expressed in the following:

> The central area of Leduc is to be the commercial business, institutional, cultural and community focus of the Town and will be of the highest aesthetic quality.

It should be understood that a goal describes an idealized future condition that is worth striving for but not necessarily attainable in the immediate future.

In order to further define the basic central area goal, it is necessary to indicate the variety of ways in which those interested in downtown development may seek to accomplish the goal. The following physical, economic and organizational/legislative objectives indicate the ends towards which such efforts should be directed.

OBJECTIVE 1: TO ENSURE THAT THERE IS SUFFICIENT LAND SUITABLY LOCATED FOR CENTRAL AREA LAND USES.

This objective suggests the need for plans and actions regarding:

(a) desired central area land uses,

(b) a future land use plan,

(c) transportation linkages (pedestrian and vehicular), and

(d) parking.

OBJECTIVE 2: TO ENSURE THAT THE CHARACTER OF THE CENTRAL AREA MEETS THE NEEDS AND DESIRES OF THE POPULATION

This suggests the need for plans and actions regarding:

(a) areas requiring renewal or rehabilitation,

(b) building, sign, street furnishing and open space design, and

(c) the recognition of local history.

OBJECTIVE 3: TO PROMOTE THE ECONOMIC VIABILITY OF THE CENTRAL AREA.

This suggests the need for plans and actions regarding:

(a) promotion of the central area and its constituent activities,

(b) financing of central area public and private sector improvements, and

(c) public sector land acquisition or disposal.

OBJECTIVE 4: TO IMPLEMENT DESIRED CENTRAL AREA CHANGES.

This suggests the need for plans and actions regarding:

(a) the definition of public and private sector responsibilities,

(b) methods of adopting the plan, and

(c) public and private sector organizational changes.

PART 3: THE REDEVELOPMENT PLAN

PART THREE: THE REDEVELOPMENT PLAN

The redevelopment plan is based on the information summarized in Part 1 - Metropolitan and Local Setting, Part 2 - Attitudes and Development Objectives, Appendix A - Community Survey Results, Appendix B - Business Survey Results, and Appendix C - Central Area Opportunities and Constraints.

The redevelopment plan is composed of three major components - the physical strategy, the economic development strategy and the organizational/legislative strategy. The objective of each component is restated and is followed by a brief description of each topic area, and recommended plans and actions. Appendix N contains a summary listing of recommendations along with suggestions for the assignment of responsibilities and priorities.

3.1 Physical Strategy

The objectives of the physical strategy are:

TO ENSURE THAT THERE IS SUFFICIENT LAND SUITABLY LOCATED FOR CENTRAL AREA LAND USES.

- AND -

TO ENSURE THAT THE CHARACTER OF THE CENTRAL AREA MEETS THE NEEDS AND DESIRES OF THE POPULATION.

Desired Central Area Land Uses

In order for the central area to retain its traditional role as the major focus of community and district activities the Town must seek to develop a diversity of land uses which are located so that the benefits of a central area location are maximized for each type of enterprise.

Recommendation 1: The Town in cooperation with other public agencies and private groups and individuals should seek to retain within, and attract to, the central area a diversity of appropriate land uses.

Specific methods of implementing this recommendation are contained in Part 3.2, Economic Strategy. Appropriate types of land uses for specific parts of the central area are described in the remainder of Part 3.1. Assistance may be available from Alberta Tourism and Small Business.

Recommendation 2: The Town should encourage Federal and Alberta government offices and services to relocate to or remain within the central area in order to maintain a non-commercial workforce within the central area and create a diversity of activities to attract potential customers to the central area.

Implementation of this recommendation will require discussions with Federal and Alberta government officials concerning their plans for existing activities located within the central area and other uses which could potentially locate within the central area.

More specifically, the Canada Post Corporation is planning either to renovate the existing post office or build or lease a new post office building as part of their 1987 work program. Because of the need to expand the present facility and the desirability of a downtown location, a new post office building or leased location in the downtown area is preferred at this time by the Corporation.

Early discussions with Canada Post Corporation officials, such as the Manager of Facilities who is located in Edmonton, are warranted in order to ensure their appreciation of municipal concerns.

Recommendation 3: The Town in cooperation with appropriate authorities should investigate the feasibility of locating recreational, educational and social services in the central area as a means of increasing local activities during the non-retailing hours.

The Town's Family and Community Support Services Organization has compiled a list of organizations interested in obtaining space for their activities.

Potential space for community activities includes:

(i) six rooms above the Post Office suitable for small group meetings (chairs, a kitchen and bathrooms are available and further information is available from the Director General of Public Works Canada; Western Region, in Edmonton);

(ii) the St. Peter's Lutheran Church basement; and

(iii) two meeting rooms in the Civic Administration Building.

Upon completion of the activity areas proposed for the central area (see Appendix F) additional space will be available for major outdoor activities.

Recommendation 4: The Town should encourage private hotel and entertainment land uses to continue to locate in the central area, especially along 50th Avenue between 50th Street and 47th Street, in order to provide a diversity of activities to attract visitors to the central area.

This recommendation should be considered whenever new developments are proposed for the area.

Recommendation 5: The Town should encourage low intensity, land extensive uses, such as automobile dealerships and lumberyards, to relocate to the light industrial district or highway commercial areas of the Town.

In order to implement this recommendation, the owners of central area low intensity, land extensive businesses should be informed of the development opportunities available to them.

Recommendation 6: The Town should consider permitting the development of vending kiosks or booths at public open space locations within the older portions of the central area (Functional Area #1, see Figure 5), in order to increase the variety of activities and improve the shopping and business environment.

Detailed guidelines for the granting of kiosk permits should be prepared. The guidelines should include consideration of the nature of nearby businesses, the types of kiosks permitted (e.g. food and handicrafts only); construction, signing and placement of kiosks; and approval terms and fees.

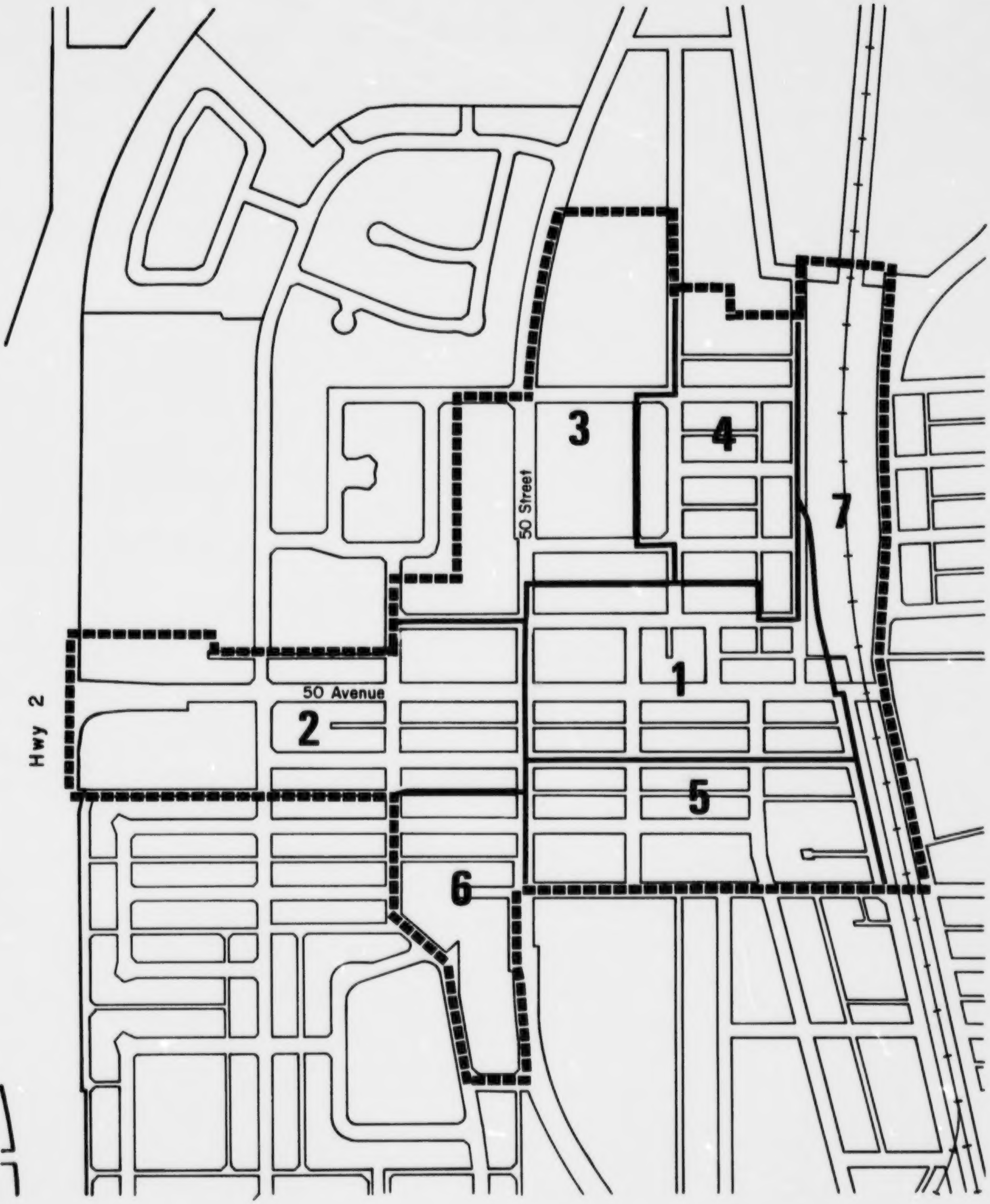
3
4
7
50 Street
1
50 Avenue
2
Hwy 2
5
6

FIGURE 5

FUNCTIONAL AREAS

Recommendation 7: The Town should consider allowing merchants, by temporary permit, to utilize a portion of the required building setbacks or portions of the public right-of-way for business purposes such as product display and sale, restaurant seating and private street furnishings.

Criteria should be established for the review of applications for the use of building setbacks and rights-of-way.

Recommendation 8: The Town should require new commercial developments to locate within existing commercially designated areas until approximately 25% or less of the commercially designated central area is used for non-commercial purposes.

The purpose of this recommendation is to encourage the infilling and intensification of development in the existing, commercial districts. At no time should there be more than approximately 25% overzoning of commercial land[5]. The amount of over zoning should be periodically monitored.

Future Land Use Plan

As described in Appendix C, the present central area has evolved as a result of past events and the actions of the private and public sectors. The future plan for the central area, as graphically presented by Figure 6 and described in the following recommendations, has been conditioned by the opportunities and constraints of the area as they presently exist.

Recommendation 9: The Town should encourage the intersection of 50th Street and 50th Avenue to be intensively developed for multiple use (retail, office and high density residential) development.

Implementation of this recommendation will require appropriate amendments to the land use bylaw, discussions with landowners and prospective developers and promotion of central area development opportunities.

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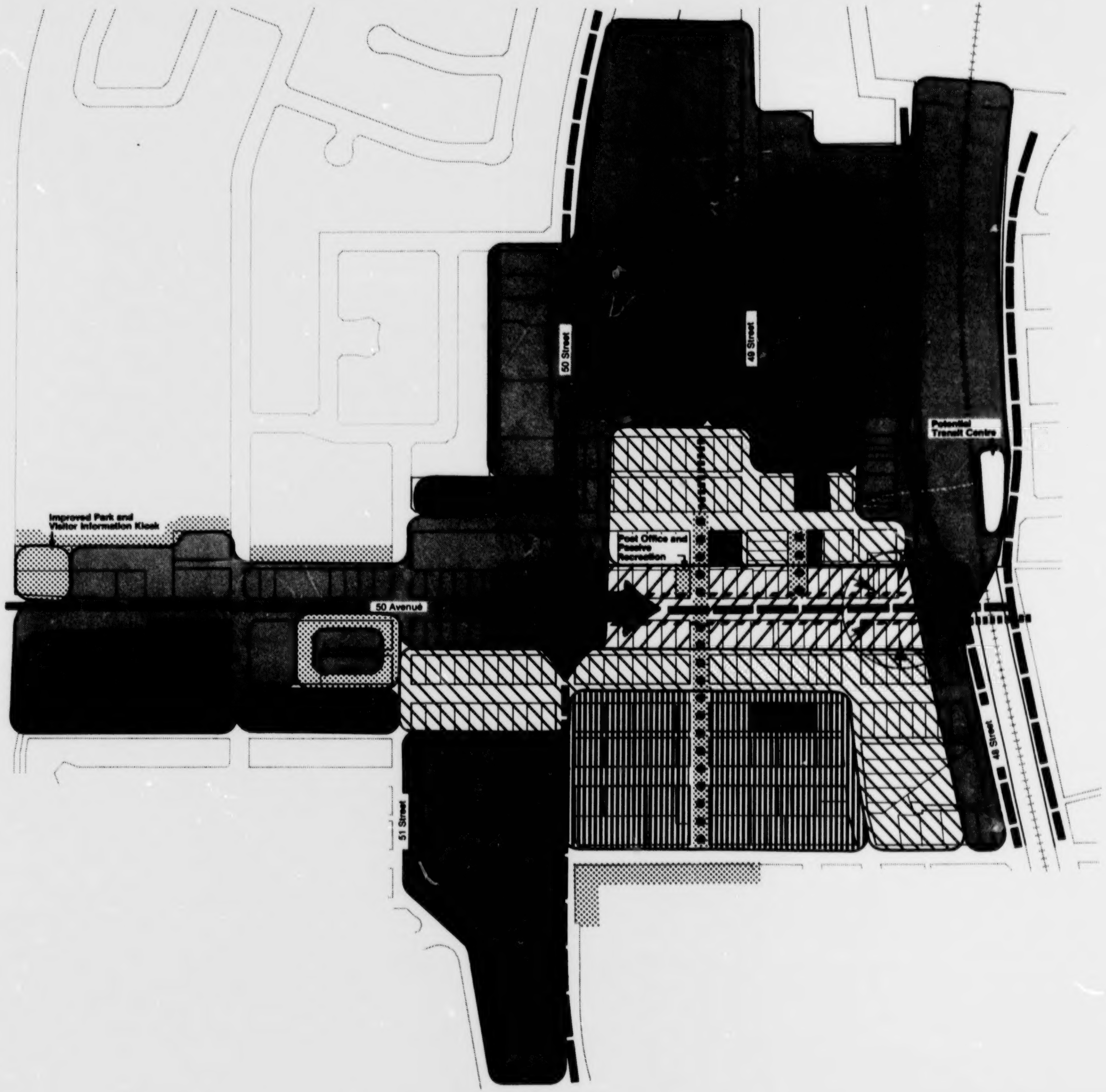
5. Commercial overzoning refers to the proportion of the total designated commercial land not used for commercial purposes as defined by the Town's land use bylaw.

FIGURE 6

CENTRAL AREA CONCEPT PLAN


Improved Park and Visitor Information Kiosk
50 Avenue
50 Street
49 Street
Post Office and Passive Recreation
Potential Transit Centre
51 Street
48 Street

▨ INTENSIVE AND CONTINUOUS PEDESTRIAN ORIENTED RETAIL ACTIVITY

▧ CENTRAL AREA EXPANSION DISTRICT

▩ GENERAL AUTOMOBILE ORIENTED COMMERCIAL DEVELOPMENT (WITH OPPORTUNITIES FOR INTENSIFICATION)

▥ PROPOSED COMPREHENSIVE MULTIPLE USE DEVELOPMENT AREA

■ MAINTAIN EXISTING LAND USES; ESPECIALLY RESIDENTIAL

░ PASSIVE RECREATION

■ POTENTIAL PARKING

✥ MAJOR CENTRAL AREA FOCUS OF COMMERCIAL USES

◎ OPPORTUNITY FOR A MAJOR COMMERCIAL FOCUS

● LANDSCAPED SEMI-PEDESTRIAN MALL OR AMENITY AREA

▰ INTENSIVE SIDEWALK LANDSCAPING

▪ PEDWAY

▬ MAJOR ARTERIAL ROADWAY

Town of Leduc Central Area Redevelopment Plan

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION

Recommendation 10: The Town should endeavour to maintain continuous street level retail activity along 50th Avenue from 50th Street to 47th Street.

This action could be achieved by application of the recommended building design guidelines (see Appendix G) to all new developments. The guidelines should be explained at pre-development meetings with those proposing new construction and should also be periodically reviewed to ensure their appropriateness.

Recommendation 11: A major focus of retail and office uses should be encouraged along 50th Avenue in the vicinity of 47th Street.

Achievement of this recommendation is dependent upon the private sector. Landowners and prospective developers should be advised of the development opportunities available to them and appropriate land use bylaw revisions should be considered.

Recommendation 12: The Town should continue to support the development of 50th Avenue west of 50th Street and 50th Street north of 51st Avenue as automobile oriented commercial districts.

Although this recommendation does not change current practice, certain site development regulation changes are proposed in Appendix G of this plan to reinforce the automobile oriented role of this area.

Recommendation 13: Intensification of existing automobile oriented commercial districts (see Recommendation 12) and of the major shopping centres (Co-op Mall and Leduc Shopping Plaza) should be encouraged, provided architectural design, access, parking, landscaping and amenity requirements are satisfied.

This recommendation should be initiated by specific land use bylaw amendments; however, actual implementation will be dependent upon the private sector and upon the application of the requirements to new developments.

Recommendation 14: The Town should encourage office developments with ground floor general retail uses to locate within the existing commercial land use district adjacent to 50th Street south of 50th Avenue.

This proposed action should be initiated through discussions with landowners and prospective developers and by promotion of central area development opportunities.

Recommendation 15: The Town should encourage vehicular oriented retail and service uses and minor office uses to locate adjacent to 47th Street and west of the Canadian Pacific Railway right-of-way within the station grounds, generally north of 51st Avenue.

This proposed action should be initiated through amendments to the land use bylaw, discussions with landowners and prospective developers, in particular Marathon Realty, and by promotion of central area development opportunities. Implementation of this recommendation is dependent upon private sector land development.

Recommendation 16: The Town should encourage the development of the Town-owned land along 47th Street between 47th and 49th Avenues for ground floor retail uses with office uses above.

This recommendation should be initiated through advertisement of the site's availability for development and negotiation with interested parties.

Recommendation 17: The Town should retain the residential area, generally located between 52nd and 54th Avenues and 49th and 47th Streets, for residential uses and should only permit redistricting to moderate density types of housing not usually occupied by families with young children.

This recommendation, although not representing a change from existing policy, would require the analysis of redistricting and commercial development proposals to ensure that the residential character of the area is maintained.

Recommendation 18: The Town should retain the residential area between 51st and 52nd Street on the south side of 49th Avenue until there is a need for central area commercial expansion and an acceptable comprehensive redevelopment proposal has been prepared for the area.

Redistricting of the area to higher density residential uses should not be permitted and commercial redistricting should not occur until peripheral expansion of the traditional core area has resulted in less than 25% of central area commercially designated land being developed for non-commercial uses.

This recommendation requires the monitoring of redevelopment peripheral to the traditional core area (Functional Area #1) and periodic analysis of the need for commercial redistricting (see Figure 5).

Recommendation 19: The Town should encourage the development of a major mixed use (retail, office, public administration, hotel, entertainment and residential) development between 47th and 49th Avenues and 48th and 50th Streets to link the traditional core area with the Alexandra Park development.

Discussions should be initiated with potential contributors to a major mixed use development and consideration should be given to rejecting or tabling all proposed redistricting applications until such time as the discussions are completed and the feasibility of the recommendation has been determined.

Recommendation 20: If the development of a single major mixed use development is considered unfeasible the Town should permit the redevelopment of the area for a number of small multiple use developments incorporating ground floor retail, with upper floor office and/or higher density residential uses. Such developments should be encouraged in order that land uses which aid central area redevelopment will link the traditional core area and the Alexandra Park development.

This recommendation is an alternative to Recommendation 19 and should only be pursued if that action is found to be unfeasible. Redistricting of the area should not occur until less than 25% of the commercially designated area within the central area is occupied by non-commercial uses. Redevelopment of this area should precede redevelopment of the residential area referred to in Recommendation 18.

Recommendation 21: The Town, by authority of Sections 160 and 248 of the Municipal Government Act, should establish minimum standards for existing property in the Town, should prevent nuisances and compel their abatement and should regulate untidy and unsightly premises.

Provincial legislation grants to municipalities considerable authority in dealing with the use, condition and appearance of property. The central area, in general, and specific buildings and sites have been identified as rundown and in need of renewal (see Appendices A and B). The municipality's authority should be used to generally upgrade the condition and appearance of the central area.

Initiation of this recommendation would include the preparation of the bylaws necessary for the exercise of this municipal authority and, pursuant to those bylaws the identification of properties which do not comply with the bylaw.

Transportation and Parking

Recommendation 22: The Town should undertake the central area related traffic management improvements specified by the 1980 Leduc Transportation Plan.

Implementation of this recommendation will be achieved, primarily, through the Town's capital budgeting and works program. As illustrated by Figure 7, roadway improvements related to the central area include the following:

(i) construction of 65th Avenue as a four-lane roadway prior to 1991 to provide a central area bypass route for industrial area traffic;

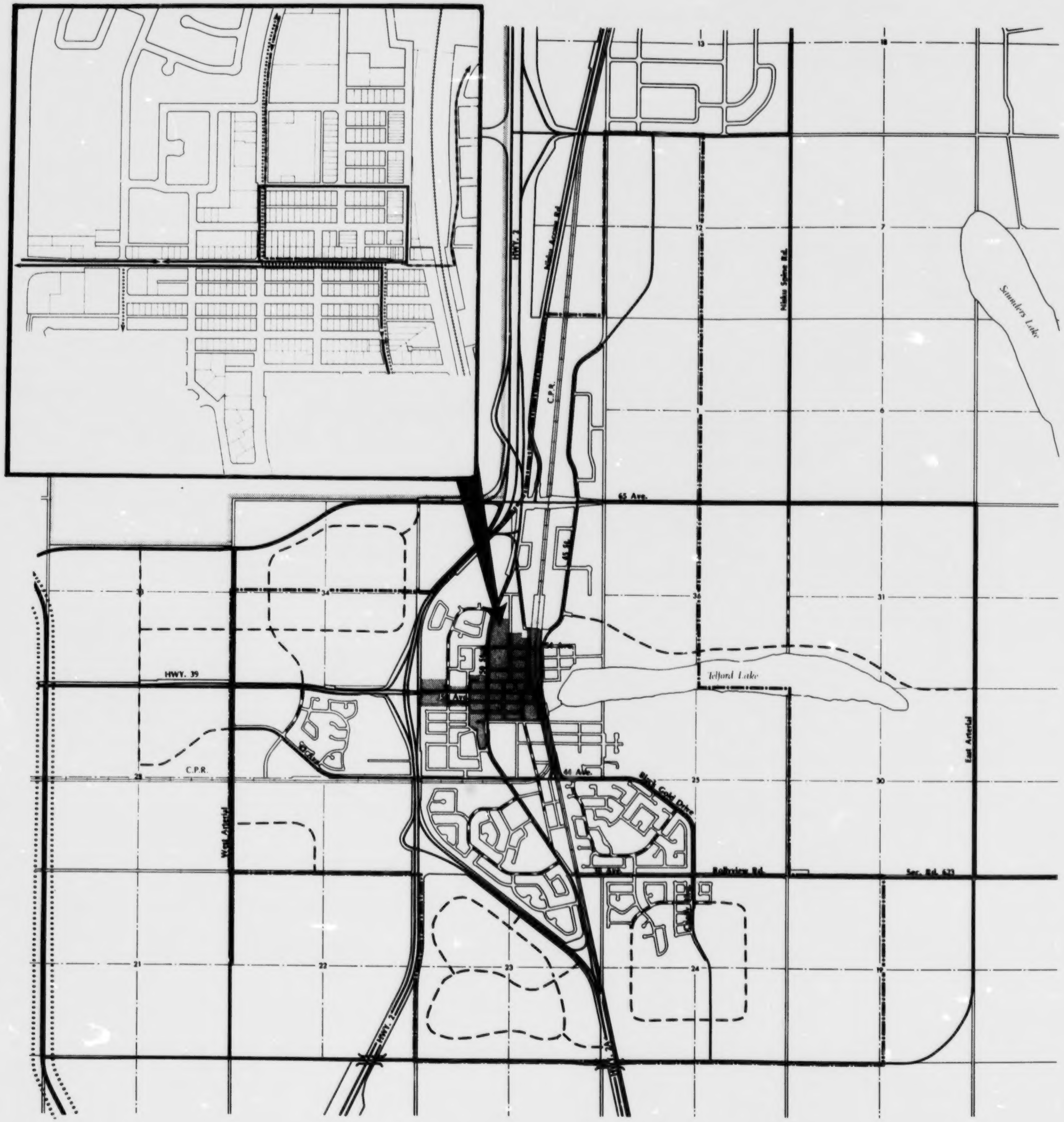

13
18
12
7
6
HWY. 2
Nisku Access Rd.
Nisku Spine Rd.
C.P.R.
Saunders Lake
65 Ave.
45 St.
33
34
36
31
HWY. 39
50 St.
50 Ave.
Telford Lake
C.P.R.
28
25
30
44 Ave.
Black Gold Drive
West Arterial
East Arterial
Rollyview Rd.
Sec. Rd. 623
21
22
23
24
19
HWY. 2
HWY. 2A

FIGURE 7

PROPOSED ROADWAY NETWORK

- – – ARTERIAL
- ━ COLLECTOR
- ━ LONG TERM ARTERIAL
- ⁞⁞⁞ LONG TERM FREE FLOW FACILITY CORRIDOR
-)(LONG TERM OVERPASS

PROPOSED BUS ROUTES (INSET)

- ▮▮▮▮ 1
- ▬▬ 2
- • • • • 3
- ▬ · ▬ 4

Source: Town of Leduc General Municipal Plan, 1981

(ii) construction of medians and left turn bays along 50th Avenue between 50th and 52nd Streets prior to 1986;

(iii) construction of 44th Avenue as a continuous urban arterial route connecting the north-south access routes to the central area prior to 1986;

(iv) construction of 48th/47th Street as a four-lane undivided urban arterial from 44th Avenue north prior to 1986;

(v) signalization of the intersection of 46th/47th Street and 50th Avenue and 47th Street and 54th Avenue prior to 1986; and

(vi) improvements to the Highway #2/50th Avenue interchange prior to 1991.

Recommendation 23: The Town should consider the need for improvements to 51st Avenue and 49th Avenue for distributor routes within the traditional core area.

Congestion on 50th Avenue between 50th Street and 47th Street, combined with future commercial and parking lot development, may require the use of adjacent streets. Prior to that situation occurring consideration should be given to the types of improvements which would be required.

Recommendation 24: The Town should require that within the proposed comprehensive development area bounded by 47th and 49th Avenues, and 50th and 48th Streets, vehicular access be provided primarily from the 50th Street and 47th Avenue roadways and secondarily from the 48th Street and 49th Avenue roadways.

Implementation of this action will require prospective developers be informed of the recommendation and that proposed development plans be reviewed in regard to vehicular access.

Recommendation 25: The Town should develop the following municipal off-street parking areas for customer (high turn over) parking:

(i) on the east side of 48th Street fronting onto 51st Avenue (current capacity is approximately thirty vehicles), and

(ii) on the east side of 49th Street fronting onto 51st Avenue (current capacity is approximately sixty vehicles).

Both of the above mentioned sites are existing poorly developed parking lots on leased land. Parking lot design standards are specified in Appendix D and a further description of implementation measures for this recommendation is given in Part 4.3.

Recommendation 26: The Town should discourage on-street central area employee parking primarily by enforcing meter parking limits and if appropriate signed parking restrictions along the following public roadways:

(i) 50th Avenue from 47th Street to 50th Street;

(ii) 51st Avenue from 47th Street to 50th Street;

(iii) 49th Avenue from 47th Street to 50th Street;

(iv) 52nd Avenue from 49th Street to 50th Street;

(v) 49th Street from 49th Avenue to 51st Avenue;

(vi) 48th Street from 49th Avenue to 51st Avenue; and

(vii) 47th Street from 49th Avenue to 54th Avenue.

Recommendation 27: The Town should endeavour to provide both customer and employee central area parking. Potential locations may include:

(i) in proximity to the Wildrose Professional Building on the recently acquired municipal land;

(ii) on the southside of 49th Avenue between 48th and 49th Streets on the recently acquired municipal land;

(iii) the former Trans-Alta Utilities site along 47th Street north of 47th Avenue prior to redevelopment;

(iv) the Alberta Government Telephones equipment yard on the southside of 49th Avenue east of 48th Street; and

(v) the vacant lot on the northside of 49th Avenue between 47th and 48th Streets.

All of the above noted sites should be funded by the users through parking meters, "pull tag" tickets or monthly space leases.

Recommendation 28: The Town should seek to develop the municipally-owned land immediately behind the Leduc Shopping Plaza and the land behind the commercial uses on the west side of 50th Street adjacent to Willow Park for employee parking and to improve the landscaping and screening between the commercial uses and adjacent residential districts.

The implementation of this recommendation will require:

(i) the negotiation of an agreement with the adjacent landowners;

(ii) the construction of the parking improvements; and

(iii) the design of appropriate landscaping and screening.

The park reserve behind the Leduc Shopping Plaza is 178.5 metres (585.75 ft.) long and 15.2 metres (50 ft.) wide for a total area of 0.27 hectares (0.67 acres). Given the limitations posed by the dimensions of the space, particularly its width, the space would allow parking for approximately 65 cars parked at a ninety degree angle in a single row or 58 cars at a sixty degree angle in a single row. The sixty degree angle parking arrangement is recommended since it would allow ample space for a landscaped buffer. Additional employee parking might be provided parallel and adjacent to the rear wall of the mall. Spaces not leased by mall employees might be offered to other business employees in the area.

The reserve parcel between Willow Park and 50th Street businesses is 9.14 metres (30 ft.) by 196.6 metres (645 ft.) for a total area of 0.18 hectares (0.44 acres). Any design for additional parking in the area must incorporate privately-owned commercial properties in order to reserve sufficient land for improved buffering.

A long-term lease should be negotiated so that the land would remain under public ownership. The financial proceeds of the lease should be used in part to develop and maintain the parking areas to the standards described in Appendix D, including the removal of overhead utility lines and to provide landscaped buffering adjacent to residential uses.

A variety of conifer species and deciduous hedge plantings combined with an attractive fence and climbing plants could be used to screen the parking area. Suggested species include Siberian Spruce, Swiss Stone Pine, Colorado Green Spruce, Black Hills Spruce, Norway Spruce (hedge), White Spruce (hedge) and Montgomery Blue Spruce.

During the design phase consideration should be given to the inclusion of a small landscaped area for employee relaxation and recreation.

Recommendation 29: The Town should consider the construction of multistorey parking garages on Town-owned land within Functional Area #1 as demand warrants.

Implementation of this recommendation is likely to be required only in the long-term; however, the supply of and demand for additional parking should be periodically monitored.

Recommendation 30: The Town should continue to seek land lease arrangements as demand warrants whereby the Town may, if necessary, demolish existing structures and provide parking areas in exchange for modest rental payments and relief from municipal taxation.

Possible sites for the application of this recommendation include:

(i) the property immediately east of the Wildrose Professional Building; and

(ii) immediately west of the Town of Leduc Fire Hall.

Recommendation 31: The Town should continue to encourage the development of joint use private parking facilities and loading zones within Functional Area #1 either through the application of the appropriate land use bylaw provisions or ad hoc arrangements.

This recommendation should be initiated by the identification of appropriate locations and initiation of dicussions with the affected landowners and merchants.

Recommendation 32: Access to parking and loading areas within the traditional core area should, wherever possible, not be permitted directly from 50th Avenue, in order to avoid traffic congestion, conflicts with pedestrian movement and interruption of continuous street level retailing activity.

This recommendation should be initiated through discussions with prospective developers and the review of development applications.

Recommendation 33: The Town should discourage additional off-street parking and encourage continuous commercial uses fronting onto 50th Avenue between 50th Street and 47th Street in order that an interesting and continuous pedestrian shopping environment might be created.

This recommendation should be initiated through discussions with prospective developers and the review of development applications.

Recommendation 34: The Town should require that all future parking areas meet the standards described in the Appendix D.

This recommendation should be initiated through amendments to the Town's land use bylaw which would incorporate the Parking Lot Design Standards and through application of the standards to all future developments.

Recommendation 35: The Town should continue to periodically monitor the need for municipally provided off-street parking by surveying actual parking space usage and seeking the opinions of shoppers, business owners and the general public (see also Recommendation 94).

This recommendation should be implemented from time to time with the results of the investigations reported to Council, central area businesses and the general public.

Recommendation 36: The Town should continue to use the provisions of the Town's land use bylaw to reduce the parking requirements for new developments which can share existing parking lots, when they are not in use, in order to encourage new development.

This recommendation requires that prospective developers be informed of the appropriate land use bylaw provisions.

Recommendation 37: The Town should review and consider amending the land use bylaw with respect to the minimum number of off-street parking spaces by type of residential land use in order to encourage higher density central area housing, special group housing and mixed residential/commercial development.

Recommendation 38: The Town should develop 50th Avenue as the future transit spine of the central area, with transit stops located at approximately 150 m intervals between 53rd and 47th Street.

This recommendation should be implemented when the Town inaugurates local transit service.

Recommendation 39: The Town should endeavour to secure land along the Canadian Pacific Railway right-of-way in the vicinity of 46th Street north of 50th Avenue for a future commuter transit centre.

This recommendation should be implemented through negotiations with the Canadian Pacific Railway and Marathon Realty Ltd. concerning the design of their subdivision plan, the disposition of reserve lands and the redistricting of the area.

Recommendation 40: The Town should consider designating portions of the following roadways as bicycle routes to and within the central area:

(i) 49th Avenue,

(ii) 51st Avenue,

(iii) 48th Street,

(iv) 52nd Street, and

(v) the Canadian Pacific Railway right-of-way.

This recommendation should be implemented whenever possible at the design phase of roadway improvements.

Recommendation 41: The Town should undertake the following measures in order to provide safe, efficient bicycle routes:

(i) signs should be erected to notify motorists and bicyclists of the formal bicycle routes;

(ii) pavement markings should be used to delineate the bicycle portions of roadways;

(iii) the Town should encourage major land use activities along bicycle routes to provide bicycle racks; and

(iv) the Town should notify all residents of the existence of the bicycle routes through notices in The Representative and posted at Leduc schools (see also Appendix E).

Recommendation 42: The Town should undertake the following pedestrian system improvements:

(i) immediate construction or repair of the following walkways:

- new ramped curbs at the intersection of 50th Avenue and 51 Street, 50th Avenue and 50th Street (except the southeast corner), 50th Street and 51st Avenue, and 50th Street and 52nd Avenue;

- paving and lighting of the walkways between the Waldorf Hotel and Korbyl's Jewellery and the Post Office building;

- paving and lighting of the walkway between Leeds Singer Centre and Cloverbar Saddlery; and

- continuation and improvement of the sidewalk at Revelstoke Building Materials and Weiss Motors (47th Street from 52nd to 54th Avenues).

(ii) short-term construction or repair of the following walkways and facilities:

- new ramped curbs at the intersection of 50th Avenue and 52nd Street, and 47th Avenue and 50th Street;

- continuation of the sidewalk along the eastside of 51st Street, south of 50th Avenue;

- new walkways along the eastside of 47th Street from 50th to 54th Avenues;

- new walkways along the southside of 51st Avenue from 47th to 49th Streets;

- new walkways along the westside of 47th Street from 47th Avenue to 50th Avenue; and

- addition of crosswalk lights along 50th Street at 47th Avenue, 52nd Avenue and 54th Avenue and along 50th Avenue at 49th and 48th Streets.

(iii) long-term construction or repair of the following walkways may be required as redevelopment of adjacent properties occurs:

- new ramped curbs at the intersection of 49th Street and 49th Avenue (northeast and southeast corners), 50th Street and 48th Avenue, 50th Street and 49th Avenue, 51st Street and 49th Avenue, and 48th Street and 49th Avenue at the northwest corner; and

- sidewalk improvements to the north and south sides of 51st Avenue from 49th to 50th Streets, on the west side of 49th Street from 47th to 48th Avenues, on the south side of 49th Avenue from 49th to 48th Streets, the north side of 47th Avenue from 49th to 50th Streets, the south side of 49th Avenue from 51st to 52nd Streets, and 52nd Street on the westside from 49th to 52nd Avenue.

Recommendation 43: The Town should develop a high quality, landscaped, semi-pedestrian route along 49th Street between 51st Avenue and the 47th Avenue entrance to Alexandra Park.

It is anticipated that in the long-term, the 49th Street semi-pedestrian mall will be a major activity and aesthetic feature within the central area with development occurring initially in the vicinity of 49th Street and 50th Avenue (see also Appendix F).

Recommendation 44: The Town should provide an improved at-grade pedestrian route between the central area and Telford Lake along 50th Avenue.

This action will require the construction of walkways and pedestrian crossings of 47th Street and the Canadian Pacific Railway line.

Recommendation 45: The Town should endeavour to secure pedestrian access between 51st and 52nd Avenues along the alignment of 49th Street south of 51st Avenue.

This action will require the purchase of land for, or require as a condition of redevelopment the dedication of, a walkway linking the traditional core area with the Leduc Shopping Plaza. Consideration should also be given to the design of buildings adjacent to the proposed walkway.

Recommendation 46: The Town should encourage the development of 48th Avenue and 49th Street as primarily pedestrian oriented roadways within the proposed comprehensive development area bounded by 47th and 49th Avenues and 50th and 48th Streets.

This action should be initiated if and when comprehensive development of the area occurs.

Recommendation 47: The Town should ensure that provision for the handicapped is included in parking lot and pedestrian system developments.

This recommendation should be considered during the review of development plans. Included in development plans should be the designation of handicapped persons' parking stalls near building entrances, ramped walkways and access to all new buildings.

Recommendation 48: The Town should encourage the development of well designed above and below grade pedways subject to satisfactory agreement concerning the following issues:

(i) use of air rights;

(ii) compatibility with building architecture and street appearance; and

(iii) policing and maintenance.

Building and Sign Design

The appearance of the central area will be an important factor in determining its future success. The general public currently considers the central area to be rundown. As detailed by this plan, the Town should undertake the improvement of public areas, however, those improvements will be only partially successful unless the existing businesses, landowners and future developments contribute to the appearance and functioning of the central area.

The recommendations and building design guidelines included in this plan are based on the principle that there should be either a demonstrable public need or desire for regulation.

The overall design principles of orderliness, unity and beauty should be applied to every aspect of downtown development including landscaping, signs, structural design, spaces between structures, relationship between structures and colours and materials.

It is important that the individual characteristics of the buildings not be suppressed, but enhanced. It is equally important however, that a strong common denominator be created to tie the individual structures into a homogeneous unit. Buildings can maintain their individuality and variation within a common theme.

Recommendation 49: The Town should consider the adoption of the Amenity and Separation Space recommendations as described in Appendix G in order to provide the basic standards of light, view and privacy for residential development and the residential component of mixed use development.

The guidelines should be reviewed in order to assess their suitability for inclusion in the land use bylaw or as a basis for discussions with the business community and prospective developers.

RECOMMENDATION 50: The Town should seek Provincial government assistance and financial support to introduce energy conserving measures to the Town in general and the central area in particular.

This recommendation should be initiated through discussions with the Provincial government with the intent of obtaining Provincial financial support for the preparation of a comprehensive feasibility analysis and implementation report. Energy conservation measures should be administered in the central area through implementation of report findings and recommendations.

Recommendation 51: The Town should endeavour to protect and enhance views and vistas by the following methods:

(i) Streets having views and vistas of Telford Lake, Alexandra Park, Reynar Park or other significant open space, buildings or landmarks should have those views enhanced by progressively setting back the building line and lowering the height of buildings as the object of view is approached.

(ii) Built form and streetscape components should recognize and visually reinforce the distinctive character of the streets in those areas.

(ii) Landscaping should enhance, not obstruct major views.

The following streets and views are suggested as appropriate for the application of the above noted methods:

(i) 49th Street north and south of 50th Avenue;

(ii) 50th Avenue east toward Telford Lake, and

(iii) 48th Street north and south of 50th Avenue.

The following locations are suggested as appropriate for the development of major focal points:

(i) 49th Street at 51st Avenue;

(ii) 48th Street at both 51st Avenue and 50th Avenue, and

(iii) 50th Avenue at 47th Street, 50th Street, and the Highway #2 interchange.

This recommendation should be initiated by improvements to public land and facilities, encouragement of improvements to existing structures and negotiation of development agreements with prospective developers that would result in the construction of major focal point buildings at the previously noted locations.

Recommendation 52: The Town should consider the adoption of the Building Form, Height, Setback and Parking recommendations as described in Appendix G in order to encourage retail activity at street level and increased office development.

Recommendation 53: The Town should endeavour to protect land uses adjacent to new commercial development through the adoption of the Separation Space, Building Height, Building Setback and Screening provisions of Appendix G.

The guidelines should be considered in conjunction with other plan policies and regulations. For definitions and additional guidelines, specific to each Functional Area, see Appendix G.

Recommendation 54: The Town, in conjunction with the Leduc and District Chamber of Commerce should encourage existing landowners and businesses to renovate and maintain their premises by methods such as:

(i) identifying needed improvements and suggested techniques;

(ii) publicizing renovation efforts;

(iii) coordinating public and private improvements, and

(iv) establishing a demonstration project.

Individual renovations should endeavour to incorporate if feasible a common or area-wide design and the provisions of the Building Design Guidelines (see Appendix G). Maintenance should be comprehensive and include both the building and its site including the upkeep of landscaping, removal of debris and painting (see also Recommendation 93).

Recommendation 55: The Town should endeavour to ensure that the exterior surface treatment and signage of commercial developments conforms to the provisions of the proposed Building Design Guidelines (see Appendix G) and the Street Furnishing Design Guidelines (see Appendix J).

Surface treatment and signage should be an integral part of building design, site development and if applicable an area-wide design theme.

Recommendation 56: The Town Planner should review with a joint committee of the Town and Chamber of Commerce the existing and proposed sign regulations.

Appendix H contains suggested sign regulations. Review of the land use bylaw regulations should await further discussions with the business community and agreement to a future central area development concept. The Town should seek the advice of the sign industry when reviewing the existing sign regulations.

Protective Services

One of the municipality's major responsibilities is to ensure that the central area remains a safe place to live, work, visit and conduct business. Accordingly, the following actions related to police and fire services are recommended.

Recommendation 57: The Town should ensure that the Leduc detachment of the Royal Canadian Mounted Police continues to:

(i) conduct patrols of the central area;

(ii) advise downtown businesses of appropriate security measures; and

(iii) report to Council the incidence of crime in the central area.

The Leduc central area presently enjoys a low incidence of crime. It is expected that the continuation of existing police practices will ensure the continued safety of the area. Council should be briefed yearly on the state of central area security.

Recommendation 58: The Town's development officer should consider building and site design crime prevention guidelines when reviewing central area development permits.

Individual buildings, urban districts and entire communities can be designed or modified to reduce the incidence of crime. The two major approaches are the "defensible space" concept and "target hardening".

The defensible space concept involves designing the physical environment so that patterns of behaviour and interaction are encouraged which lead to a sense of ownership and responsibility by residents towards their own living or business environment.

Defensible space techniques include the following:

(i) The use of real or symbolic boundaries to identify space as belonging to a particular residence. For example, the use of walls, fences or laid out gardens which although they pose no real barrier to a potential intruder, clearly indicate that these grounds belong to the residents of the building in question.

(ii) The clustering of residential units to increase the frequency of contact between residents and the hence the recognition of one another and, by extension, of strangers.

(iii) The use of facilities, such as stores, playgrounds, rest areas, etc. to increase the frequency of use of under-utilized and hence potentially dangerous areas. Parking areas and laundry rooms are, for example, usually isolated and as a consequence are considered extremely dangerous areas. The safety of such areas might be increased by locating small retail outlets or recreational facilities in their proximity, thereby increasing the flow of pedestrian traffic.

(iv) The use and location of windows and lighting to increase natural surveillance of such areas as parking lots, playgrounds, lobbies and walkways. One of the really critical factors, in terms of opportunity for crime and conversely deterrence of crime, is the surveillance factor. People are afraid to use areas where they are hidden from view and thus present easy targets for criminal attack. Conversely, the fact of being seen and possibly identified seems to be a significant deterrent to casual or implusive crime.

"Target hardening" involves making it physically more difficult or hazardous for the determined offender to reach his target and to reduce the incidence of impulsive crime by physically removing or reducing the opportunity factor. In target hardening, the principle is to use some combination of manpower (building guards, police, citizen patrols, etc.) and equipment (locks, electronic monitoring and detection devices) to make individual buildings or building complexes safer for the owners and users.

When necessary the advice of the commander of the local police detachment should be sought and development applicants counselled on security measures which should be considered.

Recommendation 59: The Town should annually review the adequacy of its fire protection services to the central area.

Currently the Fire Underwriters Survey of the Insurer's Advisory Organization recommends a fire flow of 265 L/S (3,500 igpm). Although there have been no recent tests of the system, it is estimated that it meets the recommended standard. It is suggested that the Town test the water distribution system and remedy any deficiencies. Similarily, the Town should review its pumper capacity relative to the Underwriters' recommended standards.

Street Furnishings, Landscaping and Open Space

Landscaping and street furnishings can be used to improve the environment for both those who live and/or work within the central area and those who visit the area for business, shopping and entertainment.

The following recommendations constitute a program of landscaping and street furnishing that will unite the central area while, at the same time, complementing and enhancing the character of each of the distinct functional areas within the central area.

Recommendation 60: The Town, insofar as is practicable, should retain healthy mature trees along streets and on private property during development.

When necessary, the advice of a horticulturalist should be sought with respect to the health of existing trees and development plans should be required to include existing mature healthy trees as part of the building and landscaping design.

Recommendation 61: The Town should ensure that tree planting occurs on an ongoing basis, even along streets with existing mature trees in order to augment existing vegetation and ensure a natural succession of species.

Greatest attention in the application of this recommendation should be devoted to areas of high pedestrian activity such as the streets immediately adjacent to 50th Avenue.

Recommendation 62: The Town should seek agreement to and financial support for landscaping improvements from already established businesses.

This recommendation applies to existing businesses within areas where landscaping improvements would be beneficial but cannot be required since no new development is likely to occur which would require a development agreement. The Town may encourage desirable landscaping improvements by:

(i) purchasing or leasing on a long-term basis the area required for landscaping;

(ii) the provision of municipal expertise with respect to landscaping design and maintenance; and

(iii) the use of municipal bulk purchasing power and/or work crews.

Priority in the application of this recommendation should be given to areas where street trees are required since it takes several years before the benefits of shade, texture and screening can be realized.

Recommendation 63: The Town, in cooperation with landowners and businesses within Functional Area #1, should undertake a sidewalk tree planting program coordinated with other public space improvements.

Suggested sidewalk planting locations are as follows:

(i) 50th Avenue from 50th Street to 47th Street,

(ii) 47th Street from 47th Avenue to 54th Avenue when 47th Street is reconstructed,

(iii) 50th Street from 47th Avenue to 54th Avenue,

(iv) 49th Street and 48th Street from 47th Avenue to 51st Avenue, especially in the vicinity of 50th Avenue, and

(v) 48th, 49th and 51st Avenues from 50th Street to 47th Street as redevelopment occurs.

Landowners and merchants should be approached and asked to perform routine maintenance on adjacent trees (see also Appendix I).

Recommendation 64: The Town should encourage landscaping designs which enhance the central area and major views during all seasons.

The Chamber of Commerce can perform a very useful service by encouraging local businesses to upgrade their sites and donate landscaping and street furnishing material.

Recommendation 65: The following landscaping requirements should apply to the area north of 50th Avenue along 50th Street and west of 50th Street along 50th Avenue.

Street tree planting should create a vista effect toward the pedestrian oriented older commercial area. The trees chosen should be of similar height, type and texture. The common spacing of three to ten metres between trees will vary depending upon safety considerations (visibility of side streets and traffic signs and access to fire hydrants).

The theme park on the north side of 50th Avenue should be improved and landscaped to provide an attractive entrance to the Town and central area. The boulevards and interchange open spaces at 50th Avenue and Highway #2 should also be landscaped. The commercial uses opposite the Leduc Shopping Plaza and the vacant lots at the southwest corner of 50th Avenue and 50th Street require the addition of street trees and the landscaped screening of existing and future parking lots.

Requirement for the retention of existing healthy trees, the landscaping of street frontage and the screening of parking lots associated with new development, by Town bylaw or development agreement, should be considered. In addition, discussions should be initiated with existing businesses whose sites require improvement.

Recommendation 66: The Town should ensure that the following landscaping guidelines apply to developments adjacent to 50th Street south of 50th Avenue;

(i) existing mature trees should be retained and new trees planted along 50th street south of 50th Avenue with additional boulevard and/or sidewalk area provided if necessary;

(ii) because of its function as a major roadway, pedestrian scale amenities are not required except at future transit stop locations;

(iii) future transit locations along 50th Street south of 50th Avenue should be set back from the roadway and include a shelter with seating and a litter receptacle;

(iv) all building facades should be attractively furnished and those adjacent to a residential district should be landscaped; and

(v) garbage container areas should be screened.

Recommendation 67: The Town in cooperation with the private sector should seek to landscape the Canadian Pacific Railway right-of-way and 47th Avenue as a major central area arterial roadway.

Landscaping improvements by the Town should include the planting of mature trees along the west side of 47th Street from 54th Avenue south to 47th Avenue in conjunction with sidewalk widening and repair in order to:

(i) segregate pedestrian and vehicular traffic;

(ii) increase pedestrian amenity by providing summer shade and reducing odours and dust; and

(iii) create a vista effect along 47th Street to 50th Avenue from the north and south.

The Canadian Pacific Railway should be requested to landscape, with Town assistance if required, both sides of the right-of-way from 47th Avenue to 50th Avenue.

A development agreement for the Canadian Pacific Railway stations grounds should be negotiated which would require intensively landscaped and bermed front yards and limited access onto 47th Street.

As part of the reconstruction of 47th Street, the Town should endeavour to remove existing overhead utilities.

Future development along the west side of 47th Street should include a three meter landscaped building setback.

Existing businesses should be encouraged to upgrade their premises and provide additional pedestrian amenities such as litter containers, benches and weather protection.

Recommendation 68: The Town should construct landscaped pedestrian sidewalk areas, alcoves or enlarged curb return parks on each side of 50th Avenue between 47th and 50th Streets at or near potential transit zone locations along 50th Avenue.

This recommendation should be initiated prior to the establishment of a municipal transit service.

Potential pedestrian amenity areas exist either along the entire length of the Avenue in the form of widened sidewalks or on the north side of 50th Avenue at 47th, 48th and 49th Streets and on the south side of 50th Avenue at 48th, 49th and 50th Streets in the form of alcoves or enlarged curb return parks.

Pedestrian amenity areas should extend a minimum of three metres into the roadway. The minimum dimension of a pedestrian amenity area should be approximately three metres by six metres.

Each amenity area should include comfortable seating in a right angle configuration with one side facing the oncoming traffic and the other towards the sidewalk. Seating should be backed by planters with evergreen shrubs to reduce noise, dust and odours. The maximum suggested bench length is two and one-half metres.

If there is no nearby pedestrian lighting the amenity area should include low level lighting. Similarly if not otherwise nearby, shade trees and litter receptacles should be included within the amenity area adjacent to the walkway.

Transit zone signs should be visible, amenity area paving should distinguish the amenity area from the sidewalk, street furnishings should incorporate a design theme and all landscaping equipment and furnishings should be promptly repaired as necessary.

Recommendation 69: The Town, in cooperation with central area businesses and organizations, should improve 49th Street from 47th Avenue to 51st Avenue and 48th Street north of 50th Avenue so as to provide an outdoor pedestrian environment suitable for restaurants, vending kiosks and central area public activities, such as exhibitions, concerts, small group meetings, and arts and crafts displays.

Because of the wide variety of actions required to implement this recommendation a number of groups and agencies will be involved over a considerable length of time and the designation of an individual or agency to assume the primary coordinating role is required. The specific improvements required to transform 49th Street from 47th Avenue to 51st Avenue and 48th Street from 50th Avenue to 51st Avenue into major areas of outdoor activity and amenity are described in Appendix F.

Recommendation 70: The Town should develop the Town Administration Building grounds for passive recreation purposes.

The grounds to the west of the Administration Building and parking lot could be developed as a horticultural mini-park with walkways and rest areas throughout to attract nearby employees at lunch hour and pedestrians throughout the day.

Visual and noise attenuation buffering may be required adjacent to 50th Avenue and the parking lot.

Recommendation 71: The Town should endeavour to secure Federal Government agreement to use the Post Office building grounds for passive recreation purposes.

The building grounds, both east and west of the Post Office are suitable for passive recreation purposes. If the fence along the easterly edge of the grounds was removed the area could accommodate several benches, flowerbeds and a walkway. The area would likely be well used by senior citizens who gather at the post office during the morning hours and would be a natural extension of the streetscape improvements proposed for 48th Street.

The area to the west of the Post Office is often shaded and consequently less attractive for passive activities. However, that portion of the grounds immediately adjacent to 50th Avenue would be an ideal location for a community information kiosk and associated street furnishings (bench, litter receptacle and minor landscaping).

Recommendation 72: Except as specified in Recommendation 28, the existing supply of public space within the central area should be maintained by the Town not selling or leasing parks, streets, lanes or air rights unless

(i) the Town receives an equal area of central area land at street level for public use or other benefits commensurate with the value of the public land to be sold or leased, and

(ii) the area received is open to the sky or protected by glass.

This recommendation is necessary since the amount of public space is limited and its replacement is likely to be increasingly expensive. As previously noted, the Town may permit private use of public space if the use is pedestrian oriented and beneficial to the vitality of the central area, such as outdoor cafes, vendor's stalls or carts and special outdoor sales. In the case of parks, boulevards or other public green spaces sold for private development, land received in exchange should be of at least equal value in terms of plant material, landscaping and accessibility. Wherever possible existing mature trees and shrubs should be preserved.

Recommendation 73: Central area street furnishings should be well designed and incorporate a consistent design theme.

This recommendation should be initiated by conducting a competition and/or hiring a consultant to create a central area logo and design theme and/or soliciting design suggestions from the public. Local business involvement in the manufacturing and financing of new street furnishings and the refurbishing of existing equipment should also be considered (see also Appendix J).

Recommendation 74: The Town should ensure that the placement of street furniture considers its orientation to sunlight and significant views, protection from winds and vehicular traffic and convenient access to pedestrian traffic.

The most likely immediate locations for placement of additional street furnishings are 49th and 48th Streets and 50th Avenue east of 50th Street.

Along the proposed 49th Street and 48th Street pedestrian areas, seating facilities should generally be oriented south or towards interesting activity areas.

Seating along 50th Avenue should generally be associated with the proposed pedestrian amenity areas. Where there are no views or vistas to be considered, seating should face the sidewalk. As much as possible, seating areas should be sheltered from the strong, prevailing April to October winds which are generally from the west to northwest or the south to southeast. Methods of sheltering seating areas might include:

(i) furniture design features such as high backed seating or the use of modular furnishings that incorporate elements such as planters or a surrounding fence or wall;

(ii) the use of landscaping such as massed conifers, deciduous shrubs and/or hedges, and grassed berms; and

(iii) siting facilities along the east and south sides of buildings (the west and north sides of streets) and in sheltered pedestrian amenity areas.

Recommendation 75: The Town should ensure that street and pedestrian lighting enhances the attractiveness of distinctive areas, discourages crime and encourages public use of the central area in the evenings.

Where necessary, landowners and merchants should be encouraged to upgrade private property lighting. Central area businesses should also be encouraged by the Chamber of Commerce to provide attractive well illuminated window displays.

The highest priority areas for the improvement of pedestrian oriented lighting are as follows:

(i) along 50th Avenue, east of 50th Street,

(ii) along 49th Street between 49th Avenue and 51st Avenue,

(iii) along 48th Street between 49th Avenue and 51st Avenue,

(iv) in Alexandra Park and the Town Adminstration Building grounds, and

(v) in parking lots and public walkways.

Pedestrian lamps should generally be approximately three to four meters in height and should illuminate building entrances and alcoves, setbacks, laneways and heavily vegetated areas, public washrooms, outdoor activity areas, kiosks and telephone booths.

Floodlighting could be used to illuminate a Town of Leduc identification sign and an improved theme park at the intersection of 50th Avenue and Highway #2, both the existing and proposed civic administration buildings, art works, attractive landscaping features and wall murals or graphics.

Recommendation 76: The Town should consider the inclusion of public washroom facilities in public open space areas wherever facility plans are prepared for such areas.

Potential locations include Alexandra Park, the theme park at the west end of 50th Avenue, 48th Street north of 50th Avenue, and the 49th Street semi-pedestrian mall.

The Town and adjacent landowners might wish to negotiate an arrangement whereby private washroom facilities could be provided with an exterior entrance which would be locked during non-business hours.

Public washrooms should be well-lit, well maintained, clean and, easily identified and accessible to all pedestrians including the handicapped.

Recommendation 77: The Town should encourage the Leduc and District Chamber of Commerce and other private groups or businesses to acquire art as a means of beautifying the central area.

The Town should offer support by:

(i) selecting suitable sites for sculpture;

(ii) maintaining public sites containing art work;

(iii) policing sites and through urban design discouraging vandalism of art;

(iv) improving existing open spaces in order to enhance their suitability as a site for art work;

(v) providing manpower, equipment and/or financial donations; and

(vi) providing civic recognition (plaques, certificates, etc.) for art donations.

Suggested art work locations are along the 49th Street and 48th Street pedestrian activity areas, parkettes and the existing Town Administration Building site.

Recommendation 78: The Leduc and District Chamber of Commerce, in conjunction with the Town, should organize a "Community Clean-up" campaign at least twice a year, preferably in the early spring and early fall.

Historical Resources

The Town should endeavour to strengthen community identity and increase pride in the central area by recognizing historical features and events in the development of Leduc and the surrounding area. The following recommendations indicate the variety of ways by which the Town should seek to accomplish the above noted objective.

Recommendation 79: The Town should seek to establish for Functional Area #1 a theme (possibly historic) which may be used in the street furnishing, signing, architecture and other major design elements of the area.

The Leduc and District Chamber of Commerce and the Leduc Historical Society could initiate this policy by sponsoring a design contest and/or hiring a consultant. Possibilities include the selection of a colour scheme and/or logo which could be incorporated into street furnishings, signs, building facades and promotional literature as a means of increasing business, resident and government awareness of downtown Leduc and its redevelopment efforts. In addition, the contest results and consultant could suggest an overall development theme, possibly involving a specific historical period, event or aspect(s) of the Town's development. The Town should be responsible for incorporating the design theme into public projects.

The investigation of historical themes could be undertaken by the Leduc Historical Society with the Chamber of Commerce providing financial support.

Methods of determining potential historical themes might include:

(i) previous research by members of the Leduc Historical Society;

(ii) school projects;

(iii) interviews with long time residents of Leduc and surrounding areas; and

(iv) library research and the collection of photographs, documents, drawings, maps, and diaries.

Potential historical themes should be made available to the Leduc and District Chamber of Commerce and civic administration for use in discussions with developers and others proposing redevelopment projects. The implementation of this policy is dependent upon the efforts of the Leduc and District Chamber of Commerce and the receptiveness of developers to the incorporation of historical themes in new development.

Recommendation 80: The Town should request the Leduc Historical Society to prepare a series of historical markers and a walking tour brochure describing historical features and events in the central area.

Plaques could be attached to existing buildings with agreement of the building owner or incorporated in street furnishings such as drinking fountains, planters, kiosks, etc.

The Leduc and District Chamber of Commerce could assist the Leduc Historical Society in the discussions with affected landowners. The brochure could be distributed through the Chamber of Commerce, government offices, real estate offices and schools.

Recommendation 81: The Town in consultation with the Leduc Historical Society should seek funding from Alberta Culture for the preparation of historical plaques and a walking tour brochure.

The Historical Society has already prepared a list of former central area businesses and their locations which, in addition to the previously mentioned research, could serve as a basis for the selection of important sites. Photosensitive anodized aluminium plaques with a life span of twenty-five years can be manufactured locally. Funding (50%) may be available from Alberta Culture's Special Historical Grants Programme. The Town and Leduc and District Chamber of Commerce should be prepared to assume any residual costs.

3.2 Economic Strategy

The objective of the economic strategy is:

TO PROMOTE THE ECONOMIC VIABILITY OF THE CENTRAL AREA.

Promotion

Promotion of the Town generally and its central business district in particular requires the co-ordinated actions of the Town and its Economic Development Committee, the Leduc and District Chamber of Commerce and Provincial government departments, in particular Alberta Tourism and Small Business. The following promotional recommendations are specific to central area redevelopment and should be considered as an addendum to the Town's Economic Development Action Plan prepared by Andiel Scott and Associates Ltd.

Recommendation 82: The Town, with the assistance of the Leduc and District Chamber of Commerce, should establish a permanent visitors' information kiosk at the intersection of 50th Avenue and Highway #2.

The visitors' information kiosk should be visible, well constructed, attractively sited, easily accessible and competently staffed especially during the major tourist season. General tourist information and Town promotional literature should be available as well as information concerning specific goods and services available within the central area. One possible location is the theme park at the northeast corner of 50th Street and Highway #2. Both the visibility and accessibility of the site and the quality of the theme park might be improved through redesign of the entire north side of 50th Avenue, west of 52nd Street.

Recommendation 83: The Town, in cooperation with the Leduc and District Chamber of Commerce should publicize the central area throughout the Leduc area.

Newspaper and promotional flyers should indicate the types of goods and services available in downtown Leduc and should highlight the immediate improvements and future plans for the central area. The Leduc Representative should be the primary method of disseminating information, with consideration also given to other local newspapers, radio and television as well as direct mailing. Promotional activities and news releases should be timed to coincide with major shopping events such as Rodeo Days, back-to-school promotions and Christmas.

Recommendation 84: The Town should continue to assist the Leduc and District Chamber of Commerce in the preparation of Leduc and central area promotional material.

Considerable information is available from municipal records which would be useful in promoting the Town and its business community. In particular, the Leduc and District Chamber of Commerce through its manager should continue to work with and as part of the Town's Economic Development Committee.

Recommendation 85: The Leduc and District Chamber of Commerce should consider the following methods of marketing the central area and its activities:

(i) special promotional events such as carnivals, craft shows, etc.;

(ii) merchandising techniques such as downtown-wide sales targeted to specific groups, sidewalk sales, and seasonal events, and

(iii) advertising of various types.

Appendix K contains a detailed listing of promotional activities.

Recommendation 86: The Town should seek the assistance of Alberta Tourism and Small Business for the purposes of:

(i) assisting with the promotion of Leduc and the attraction of new businesses and industry;

(ii) assisting existing businesses to remain viable and competitive; and

(iii) improving the tourism potential of Leduc and district.

Recommendation 87: The Town should instruct the Economic Development Committee to endeavour to attract to Leduc those types of commercial activities which are desired by Town residents and could successfully locate within the central area.

The 1979 Community Survey identified many types of commercial activities desired by Leduc residents (department, clothing, grocery, shoe and hardware stores, restaurants and specialty shops).

The central area is a generally attractive location for many types of retail and service commercial uses including:

(i) convenience and specialty food stores and services catering to the general public and central area workers and residents;

(ii) ladies and men's wear, quality fashion shops and specialty stores including bridal, maternity, hosiery, jewelry, shoe, millinery and leather/fur retailers;

(iii) home furnishings (furniture, lamps, floor coverings, drapery, china and glassware) and appliances;

(iv) hardware, hobby, sporting goods, camera, arts and crafts, gifts and stationery, and drug stores;

(v) personal services such as hair stylists, shoe repair, etc., and

(vi) office uses including financial services such as banking, insurance and real estate, and non-financial activities such as medical/dental offices, lawyers, accountants, architects and engineers.

Financing

There are a variety of existing and potential methods for financing central area redevelopment plan improvements. All sources of financing are limited and their use should be carefully reviewed as to their appropriateness. The following principles are suggested as a guide to the selection of financing methods.

Donations, as a method of financing, are unpredictable in terms of amount, timing and purpose. Donations of funds, land or material, however, can result in very significant improvements and should be encouraged, especially for short-term highly visible physical improvements.

Volunteering as a method of financing can be considered "sweat equity"; that is, volunteer work can significantly reduce costs while increasing public and business sector interest in, and commitment to, redevelopment. Recent studies on volunteer recruitment, either on a short-term or a long-term basis, emphasize the following.

(i) The potential volunteer must be aware of the objectives of the organization and project in which he is to be involved, regardless of the relative importance of the volunteer's role. People cannot be expected to use their time and talents effectively if they are not sure of the purpose of the organization or project and the means by which that purpose may be achieved. Lack of knowledge and understanding may result in volunteers working at cross-purposes to the goals of the organizaion.

(ii) The potential volunteer must know that he is needed to help fulfill the objectives of the project. Frequently, people are aware of a need in the community but do not realize that the need cannot be met without their assistance; they may feel that "someone else" should be responsible.

(iii) The potential volunteer must wish to achieve the objectives of the project. Once a person is made aware of the fact that a particular need cannot be fulfilled without volunteer assistance, that person must decide how important that need is to himself and to the community.

(iv) The potential volunteer must know what is expected of him. Many organizations dependent on volunteer assistance are considering providing a job description for each volunteer's role, similar to descriptions provided for salaried positions. Many people hesitate to volunteer for a position or project because they may be "stuck" with a job they cannot or do not want to do; the job may require more time than they can or are prepared to give; or, additional responsibilities may be added (or responsibilities may be reduced) after the person has already agreed to fulfill a particular task.

(v) Once a person has volunteered, he must know that the work is appreciated. Not all volunteers require public acknowledgement of their efforts, but a "volunteer appreciation night", a volunteer service award pin, an article in the local newspaper or a program on a local television station not only acts as an incentive for existing volunteers but informs the community of the need for, and rewards of, volunteering.

The methods of recruiting volunteers will depend in part on the type of person and skills required and, in part, on the objectives and duration of the volunteer program. Person-to-person contact and personal telephone calls are methods often used to recruit people with special knowledge or abilities for particular jobs. When general volunteer assistance is required, recruitment techniques may include speeches, newspaper articles, television or radio programs and announcements, brochures, flyers and special events such as a volunteer booth. Once a person has volunteered his time and talents there should be little or no delay in assigning that person a task. Volunteers quickly lose interest when there is little for them to do.

Regular and systematic business community financing in the form of association dues or an additional increment on business or property taxes can be used for a wide variety of purposes, including;

(i) projects of direct benefit to the business community, such as advertising, and

(ii) improvements which benefit both the business community and the general public, such as street furnishings and community promotion.

A major benefit of business community financing is that both the priorities and pace of redevelopment can be adjusted to the needs and abilities of the central area business community.

General municipal revenue as a source for financing redevelopment is limited by the need for projects to be of specific public benefit and, by competing municipal priorities.

General municipal revenue should be used to finance projects which benefit the general public, such as roadway and park improvements and general community promotion.

Development levies are a potential source of financing however the current limitations imposed by Provincial legislation preclude their wide application. In addition the amount of levies imposed and their use are limited by the objective of encouraging redevelopment and by the need for coordinated financing and construction of public improvements.

Provincial departmental staff assistance and programs are available and should be utilized in the implementation of community-defined needs. The temptation to take advantage of grants for otherwise unnecessary purposes should be resisted because the pursuit of unnecessary improvements will draw attention from more pressing development priorities.

New forms of Provincial assistance are required and are justifiable in that central area redevelopment is a necessary component of municipal, and hence Provincial, economic development.

Recommendation 88: The Town, in co-operation with the Leduc and District Chamber of Commerce, should review alternative methods of financing recommended central area redevelopment plan improvements.

Discussions should be initiated between the Town and the Leduc and District Chamber of Commerce executive. Consideration of methods of financing should be preceded by Town and business community agreement to a list of priority actions.

Recommendation 89: The Town should seek Provincial enabling legislation for the formation of a central area business improvement authority.

Based on discussions with the Leduc and District Chamber of Commerce, the Town may request that the Minister of Municipal Affairs propose enabling legislation similar to Section 361 of the Ontario Municipal Act (see Appendix L).

It is suggested that the enabling legislation permit, as the Ontario legislation does, the improvement, beautification and maintenance of municipally-owned lands, buildings, and structures and the promotion of the central area either in addition to or in lieu of municipal funding.

Without limiting the generality of the preceding, the Town of Leduc business improvement area association activities might include the following:

(i) landscaping (e.g. street trees and screening through vegetation, fences, etc.);

(ii) construction of pedestrian amenity areas, parkettes and parks;

(iii) purchase and installation of street furnishings (e.g. benches, litter receptacles, pedestrian street lights, planters, bicycle racks, telephone booths, etc.);

(iv) sidewalk and street improvements (boulevards, extended sidewalks, special pavement, other improvements beyond 'normal' maintenance);

(v) purchase of historic markers, plaques, etc.;

(vi) the establishment of recreational, social and/or cultural facilities within the business improvement area;

(vii) development and maintenance of public restrooms;

(viii) removal of overhead wiring and installation of below ground wiring;

(ix) development of public walkways between buildings and the development of laneways for pedestrian use;

(x) establishment of a pedestrian semi-mall on 49th Street and an activity area on 48th Street north of 50th Avenue;

(xi) inspection and inventory of buildings with respect to age and condition;

(xii) central area studies, if necessary, relating to redevelopment and revitalization;

(xiii) funding for consultations with specialists regarding various aspects of central area redevelopment, such as architectural design, landscaping, market analysis and promotion and the funding required to implement the recommended actions; and

(xvi) such other activities as will cause or assist central area redevelopment.

The Ontario legislation pertaining to business improvement areas does not permit the board of management to incur a debt which cannot be cleared within its current budget year. If a project is large scale and/or expensive and the board of management is not allowed to incur debt it may require phasing, leading to problems such as the following:

(i) businesses who will not benefit initially from the establishment of a B.I.A. will be reluctant to support the bylaw establishing the authority;

(ii) businesses which have already benefitted from the program will be reluctant to support improvements in other parts of the central area; and

(iii) it will be impossible to undertake major improvements even if they are eventually profit generating.

The Town should consider methods of alleviating the above noted potential problems associated with the Ontario legislation.

Recommendation 90: The Town should seek Provincial government assistance and financial support for:

(i) the acquisition and clearance of land for a major mixed use development in the area bounded by 47th and 49th Avenues and 48th and 50th Streets;

(ii) the attraction of key anchor tenants including major commercial enterprises, Provincial and Federal government offices and services and publicly assisted housing for the mixed use development; and

(iii) the acquisition of land and its development for municipally-owned public parking in or immediately adjacent to Functional Area #1.

Discussions should be initiated with the Chairman of the Alberta Planning Board and the Deputy Minister of Municipal Affairs, concerning the co-ordination of departmental activities, the assessment of Provincial and Federal space and private sector components in relation to the mixed use development proposal, alternative financing methods and the degree of Provincial financial assistance.

Recommendation 91: The Town should endeavour to secure land in future commercial/light industrial subdivisions that would be suitable for the land extensive uses relocated from the central area.

Land may be acquired through the public reserve provisions of the Planning Act, 1980, by purchase or any other method agreeable to the subdivider.

Recommendation 92: The Town should consider the trading, lease or sale of any of its land holdings in order to encourage and expedite central area redevelopment.

Application of the recommendation is subject to the approval of the Town council. The trading, lease or sale of Town-owned land requires that there be a clearly demonstrated public benefit, including fair recompense.

PART 4: IMPLEMENTATION

PART FOUR: IMPLEMENTATION

4.1 Statutory Authority

Municipal authority for the preparation of an area redevelopment plan is derived from the Planning Act, 1980 and more specifically Sections 65 to 67 inclusive (see Appendix M).

Council by bylaw has also been authorized by the Planning Act, 1980 to impose levies for the provision of defined public facilities.

Two types of levies are authorized by the Planning Act, 1980; namely the redevelopment levy and off-site levies (see Appendix M).

The redevelopment levy must be used for land for a park, school building or recreation facilities. Off-site levies may be used to finance water and sanitary sewage and storm sewer services.

In addition, the Town may require as a condition of issuing a development permit, the applicant to pay for transportation (vehicular and pedestrian) and utility services required to serve the development.

4.2 Advantages and Disadvantages of Bylaw Adoption

There are a number of ways of giving status to an area redevelopment plan. Depending upon the methods chosen, the levels of commitment, both political and financial, will vary.

The first method is by Council resolution. A resolution is used as a guide for Council and administration action. The only record kept of the passing of a resolution may be found in the minutes of the meeting. A resolution is usually temporary in nature and is not binding. Resolutions are expressions of intent and are normally quite general in nature. There are no stringent regulations which apply to the passage of resolutions and resolutions are easily changed. Because of the nature of resolutions, legal action regarding questions of interpretation are minimized.

A second method of adopting an area redevelopment plan is by bylaw. A bylaw is a continuing regulation and is more permanent than a resolution. Stringent rules govern the passage of bylaws. Public notice must be given and public hearings must be held in order to adopt or amend bylaws. Bylaws are legally binding and demonstrate a commitment by Council.

Bylaws are more specific than resolutions and are therefore more subject to challenge than resolutions. In addition, area redevelopment plan bylaws are required to contain specific information pertaining to the redevelopment area and as such are less flexible than resolutions.

A variation of adopting an area redevelopment plan by bylaw is to include a redevelopment levy.

Under Section 66 of the Planning Act, 1980, a council may impose and collect a redevelopment levy in accordance with the bylaw adopting the area redevelopment plan. A redevelopment levy may be imposed and collected only once in respect of a particular development and the levy may only be used to provide land for parks, school buildings and recreation facilities. A bylaw imposing a redevelopment levy effectively increases the degree of municipal commitment since money is actually being collected for a specific project. Once the bylaw imposing the levy is adopted Council will be expected to proceed immediately with the project. In this sense the addition of a redevelopment levy within a bylaw adopting an area redevelopment plan is a greater commitment than adopting the area redevelopment bylaw without a redevelopment levy.

Off-site levies may also be imposed by bylaw when any development occurs. An area redevelopment plan or any other type of plan does not have to be in effect. Off-site levy payments may be used to pay for the capital costs of, for example, water and sewage facilities. An off-site levy may be imposed only once in respect of a parcel of land. For this reason, Council must be very certain of the purpose for which the money is being collected. In this sense the off-site levy is a major commitment since once the levy is imposed the project must proceed since the opportunity to impose another off-site levy on the same parcel of land will not occur.

4.3 Organizational Requirements

The basic organizations needed to implement redevelopment of Leduc's central area are currently in place.

The business community supports an active Chamber of Commerce. The Town council has taken an active interest in the central area, the Town's administration is capably staffed and has demonstrated initiative in and understanding of central area development issues and the Economic Development Committee has put in place an economic action plan.

Continued inter-group communication and agreement to a specific redevelopment plan are required in order to proceed with plan implementation. Depending upon the desired pace of redevelopment, the Province's decision regarding legislative and financial support for redevelopment and competing municipal priorities, the Town and business communities may wish to appoint a redevelopment manager to oversee the entire project.

Additional staffing should not be considered until there is a demonstrated need based on specific commitments to actions from all parties concerned.

On the basis of the actions suggested in this report the following organizational measures are recommended:

Recommendation 93: The Town should support the establishment of a Town and Leduc and District Chamber of Commerce joint committee.

A suggested Committee membership is as follows:

(i) three Leduc and District Chamber of Commerce representatives, at least two of whom are in business within the redevelopment area,

(ii) two Councillors, at least one of whom is a member of the Planning and Development Committee,

(iii) one member of the Economic Development Committee, and

(iv) the Mayor or his designate.

Duties of the Committee should include:

(i) periodically reviewing completed central area development projects, problems and prospects;

(ii) devising or revising central area redevelopment plans and recommendations;

(iii) monitoring business and public attitudes to the central area in general and also to specific redevelopment projects;

(iv) liaison with other groups affected by or affecting central area redevelopment; and

(v) assisting the Town administration with the planning, design and implementation of improvements to public spaces.

Establishment of the joint committee should be dependent upon the Leduc and District Chamber of Commerce initiating discussions with the Town in order to ensure that there is genuine business sector support of the proposed committee.

Recommendation 94: The Town should consider the establishment of a central area parking authority.

Parking, especially in the older portion of the central area, has been a very contentious issue. The Town, through its authority over public roadways, its current landholdings and its ability to negotiate and enter into agreements with others, has the basic resources necessary to improve parking. The Town, however, has the disadvantage of being subject to many competing demands for its attention and competing objectives for its revenues. It is proposed therefore that a parking authority should be established, pursuant to Section 354 of the Municipal Government Act, to act as a non-profit public sector corporation with the following general responsibilities:

(i) assess parking needs;

(ii) provide and implement possible solutions to parking problems in the central area; and

(iii) establish by example high standards for the development of parking facilities.

It is suggested that the Town lease its current landholdings to the corporation and contract with it for the management of metered on-street parking. Revenue for the corporation would come from meter revenue, parking stall leases and corporation borrowing guaranteed by the Town.

The corporation should function with general terms of reference and input from both the Town and the Leduc and District Chamber of Commerce but should maintain a business perspective and an arm's length relationship with both groups. Because the corporation would rely upon agreements with the Town for its operations, the municipality would have ultimate control over its existence.

APPENDICES

APPENDIX A

COMMUNITY SURVEY RESULTS

The following tables and paragraphs describe the more detailed results of the 1979 Community Survey. The survey was based on home interviewing a random sample of ten percent of Leduc households.

Table 1 shows the proportion of purchases of specific goods made in Leduc, Edmonton or elsewhere by Leduc residents in 1979 as determined by the community survey.

TABLE 1
COMMERCIAL PURCHASES BY TYPE AND LOCATION; 1979

Q.#83 What proportion of your purchases of specific goods or services are made in Town or elsewhere? (e.g. 97.1% of groceries are purchased in Town and 2.7% in Edmonton).

	In Town	Edmonton	Other	Total
Groceries	97.1	2.7	.2	100%
Drugs	96.0	3.5	.5	100%
Clothing and Shoes	44.0	53.9	2.1	100%
Hardware & Housewares	68.7	30.6	.7	100%
Furniture	26.2	70.5	3.3	100%
Major Appliances	35.5	59.5	5.0	100%
Car or Truck Purchase	36.0	40.0	24.0	100%
Car or Truck Service	67.4	22.6	10.0	100%
Barber or Beauty Shop	84.1	13.3	2.6	100%
Dry Cleaners & Laundry	91.4	8.0	.6	100%
Medical Doctor	64.4	32.5	3.1	100%
Restaurant	48.7	47.1	4.2	100%

The data indicate the need to redirect consumer expenditure patterns towards available or new local commercial services.

More specifically, the data suggest that there may be existing significant commercial expansion potential, irrespective of community growth, in clothing and shoes, furniture and appliances and automotive services and dealers.

The 1979 Community Survey sought to determine the types of commercial services desired by the public. In response to the question, "Generally are you satisfied with the shopping facilities in the Town?", two in five respondents indicated they were not satisfied with the Town's commercial facilities. The results of the next question asked, was "What could be done to improve shopping facilities in the Town?", are contained in Table 2.

TABLE 2
SUGGESTED SHOPPING FACILITY IMPROVEMENTS; 1979

Q.#85 What could be done to improve shopping facilities in the Town?

Category Label	Percentage
Increased Shopping Opportunities	79.8
Improved Retail Management	12.9
Improve Downtown and Existing Establishments	7.3
TOTAL	100.0

Of those who suggested increased shopping opportunities as a desired improvement, 33.6 percent indicated a large department store and/or a mall shopping centre were desired, while the approximately 45 percent who indicated their desire for a better selection of commercial services implied the need for both more competition and new services not presently available in the Town.

It is important to note that a relatively small (7.3 percent) proportion of the population focused on the downtown and existing commercial establishments as a means of improving shopping facilities.

In summary, it appears that the public desire is for new integrated commercial facilities (malls) which include a wider variety of shops and, most importantly, a major department store. Although not asked specifically, the major question concerns how the central area can change to respond better to the desires of the public. An indicator of public attitudes to this question can be obtained by examining the pattern of central area use and the reasons why people do not shop within the central area more frequently (see Tables 3 and 4).

TABLE 3
FREQUENCY OF DOWNTOWN SHOPPING; 1979

Q.#86 How often do you shop downtown?

Category Label	Absolute Frequency	Relative Frequency %	Adjusted Frequency %	Cumulative Frequency %
Daily	36	9.9	9.9	9.9
1 - 3 times per week	265	70.1	70.1	80.0
1 - 3 times per month	60	16.4	16.4	96.4
Less than once a month	12	3.3	3.3	99.7
Never	1	0.3	0.3	100.0
TOTAL	365	100.0	100.0	

An initial impression would suggest very high usage of the downtown (80 percent shop three or more times a week). It is possible however that many of these trips may relate to the Post Office because of the lack of home mail delivery. The presence of the Post Office may encourage shopping in the central area in much the same way that specialty shops in a mall benefit from proximity to a department store.

TABLE 4
REASONS FOR NOT SHOPPING DOWNTOWN; 1979

Q.#86(a) What is your main reason for not shopping downtown more frequently (i.e. more than three times a month)?

Category Label	Absolute Frequency	Relative Frequency %	Adjusted Frequency %	Cumulative Frequency %
No need	30	8.2	42.9	42.9
Prices not competitive	4	1.1	5.7	48.6
Limited range of goods	22	6.0	31.4	80.0
Not enough parking	3	0.8	5.3	84.3
Too far	3	0.8	4.3	88.6
Too decentralized	2	0.5	2.9	91.4
Too expensive	2	0.5	2.9	94.3
Not enough time	4	1.1	5.7	100.0
No response	3	0.8	missing	100.0
Not applicable	292	80.0	missing	100.0
TOTAL	365	100.0	100.0	

Valid cases 70 Missing Cases 295[1]

Note: [1] Although 295 missing cases are noted only 73 respondents were instructed to answer this question.

TABLE 5
GROWTH MANAGEMENT PRIORITIES; 1979

Q.#105 In terms of managing the physical growth of the Town, would you please rank the three most important areas that the Town should consider for immediate action.

Category Label	Percent[1]	Rank
Schools	18.3	1
Transportation	16.8	2
Rapid Growth	11.6	3
Downtown	9.8	4
Crime	7.1	5
Cost of Public Utilities	6.9	6
Recreation	5.7	7
Taxes	5.7	8
Housing	5.2	9
Industrial Development	4.4	10
Parkland	2.0	11
Annexation	1.7	12
Neighbourhood Satisfaction	1.5	13
Hospitals	1.4	14
Historic Preservation	1.3	15
Other	0.6	16
TOTAL	100.	

Note: [1] Percentage of weighted average of maximum of three ranked responses per respondent.

TABLE 6
SUGGESTED RUNDOWN AREAS; 1979

Q.#109 What areas of Town do you feel are rundown?

Category Label	Absolute Frequency	Relative Frequency %	Adjusted Frequency %
Downtown	88	12.05	21.67
Main Street	40	5.48	9.85
Downtown-Residential	31	4.25	7.63
Downtown-Business	12	1.64	2.96
Others	233	31.92	57.89
No response	292	40.00	missing
Don't know	34	4.66	missing
TOTAL	750[1]	100.00	100.00

Note: [1] Each respondent was permitted to identify two rundown areas. A total of 404 specific responses were made by 325 respondents.

In examining the reasons as to why there is not more shopping downtown, the most significant response concerns the limited range of goods available in the area. This response is also substantiated by the more detailed results of Table 4 which identify the additional types of commercial service that have been suggested by the general public.[1]

Leduc households were also asked to suggest ways in which the physical planning in the Town could be improved. The suggestions of more parking (2.2 percent of all responses), develop the downtown area (3.8 percent of all responses), overall maintenance and appearance of the Town (3.3 percent of all responses) and additional shopping centres (5.2 percent of all responses) were among the most significant suggestions relating to central area redevelopment.

It is interesting to note the responses to Question #105 which ranked areas for immediate action. The downtown was ranked higher than many other issues which are often felt to be of immediate concern, such as taxes, parkland and recreation (see Table 5).

This perhaps is linked to the responses to the question "What areas of Town do you feel are rundown?". Approximately 42 percent of the answers related to the downtown area (see Table 6).

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1. Among the most frequently mentioned types of desired stores were; department, clothing, grocery, furniture, shoes, restaurants and hardware stores.

APPENDIX B

BUSINESS SURVEY RESULTS

The following tables and paragraphs describe the more detailed results of the 1981 Business Survey. The survey was distributed to every non-residential and non-public/semi-public land use activity within the central area redevelopment plan area. Seventy-four percent of the questionnaires were returned.

Table 1 indicates how central area businesses and services rate various indices of the central area's physical condition.

TABLE 1
APPRAISAL OF BUILDING CONDITIONS; 1981

Q.#3 Overall, how would you rate the exterior appearance of buildings:

(a) In the central area?

CONDITION	Absolute Frequency	Relative Frequency (%)
Poor	14	10.2
Fair	66	48.2
Good	47	34.3
Excellent	9	6.6
No Response	1	0.7
TOTAL	137	100.0

(b) On your street or avenue?

CONDITION	Absolute Frequency	Relative Frequency (%)
Poor	15	11.0
Fair	52	38.0
Good	58	42.3
Excellent	10	7.3
No Response	2	1.4
TOTAL	137	100.0

Q.#4 Please rate the building or part of the building containing your business.

EXTERIOR APPEARANCE:

CONDITION	Absolute Frequency	Relative Frequency (%)
Poor	5	3.6
Fair	36	26.3
Good	71	51.9
Excellent	25	18.2
TOTAL	137	100.0

INTERIOR APPEARANCE:

CONDITION	Absolute Frequency	Relative Frequency (%)
Poor	3	2.2
Fair	31	22.6
Good	73	53.3
Excellent	30	21.9
TOTAL	137	100.0

It is interesting to note how the business community perceives the physical condition of the central area to be generally poor (Question 3a) but that their opinions are more favourable when the questions relate more specifically to the respondent's particular place of business (Questions 3b and 4).

Just as the general public identified the central area as being rundown, so too did the business community. Indeed, virtually all of the rundown areas specifically identified by the business community are within the historic core area bounded by 50th Street, the Canadian Pacific Railway, 54th Avenue and 47th Avenue (see Tables 2 and 3).

TABLE 2
NEED FOR RENEWAL; 1981

Q.#8A Are there areas of the central area which you feel are rundown and in need of renewal?

RESPONSE	Absolute Frequency	Relative Frequency (%)
Yes	86	62.8
No	36	26.3
No Response	15	10.9
TOTAL	137	100.0

TABLE 3
SUGGESTED RENEWAL AREAS; 1981

Q.#8B If Yes, which area(s)?

RUNDOWN AREAS	Absolute Frequency[1]	Relative Frequency (%)
50 Ave - Main Street (all or part)	17	4.1
Area East of 50 Street	15	3.7
51 Avenue (all or part)	11	2.8
House/Property on 50 Avenue, 49 Street to 50 Street	12	3.0
Bob's Garage Area	9	2.2
General Downtown Area (not specific)	8	2.0
Residential Areas Downtown	9	2.2
Northside of 50 Ave (all or part)	4	1.0
Bank of Montreal Area	6	1.6
47 Street, North of 50 Avenue	5	1.2
G.W. Welding (54 Avenue Area)	3	0.7
Behind George Macleod's Building	2	0.5
Old Pop Shoppe Building (51 Avenue)	2	0.5
Old Building/Shack Behind Revelstoke	1	0.2
Old Calgary Power Office	2	0.5
Leduc Co-op	2	0.5
Grey Building Next to Wildrose Building	1	0.2
By Highway - Grass and Weeds	1	0.2
Old Leduc Truck Service Building	1	0.2
Speedway Service (5015 - 50 Avenue)	1	0.2
Beside Old Respresentative Building	1	0.2
Wilkinson House	1	0.2
53 Avenue	1	0.2
Old Bus Depot	1	0.2
Beaver Lumber (4815 - 50 Avenue)	1	0.2
Waldorf Hotel	1	0.2
No Response	185	45.0
Not Applicable	108	26.3
TOTAL	411	100.0

Notes:

[1] Each of the 86 respondents who answered "yes" to Question 8A were allowed to make three comments. A total of 118 comments were provided by 81 respondents, with most supplying only one answer.

Historic preservation was not considered by either the general public or the respondents to the business survey to be a significant concern. However, a number of potential historic sites were identified and are noted in Table 4.

TABLE 4
SUGGESTED BUILDINGS OF HISTORICAL OR ARCHITECTURAL INTEREST; 1981

Q.#7A Are there buildings in the central area which are of historical or architectural interest and should be retained?

RESPONSE	Absolute Frequency	Relative Frequency (%)
Yes	19	13.9
No	106	77.4
No Response	11	8.0
Don't Know	1	0.7
TOTAL	137	100.0

Q.#7B If Yes, please identify

HISTORICAL BUILDING	Absolute Frequency	Relative Frequency (%)
Knie House	5	3.7
Post Office	4	2.9
Old Commerce Bank	2	1.5
Bank of Montreal	1	0.7
Douglas Block	1	0.7
Theatre	1	0.7
Telford House	1	0.7
Heritage House	1	0.7
Town Office	1	0.7
Building - Parking Lot	1	0.7
No Response	12	8.9
Don't Know	1	0.7
Not Applicable	106	77.4
TOTAL	137	100.0

The appearance of business signs (see Table 5) may have contributed to the general public's poor opinion of the central area's physical condition; however, respondents to the business survey generally do not seem to consider signs to be a concern, with the possible exception of their maintenance and design.

TABLE 5
APPEARANCE OF SIGNS; 1981

Q.#9 Do you agree or disagree with the following statements, regarding signs in the central area?

BUSINESS SIGNS ARE TOO LARGE	Absolute Frequency	Relative Frequency (%)
Agree	6	4.4
Disagree	126	92.0
No Response	4	2.9
Don't Know	1	0.7
TOTAL	137	100.0

BUSINESS SIGNS ARE POORLY MAINTAINED	Absolute Frequency	Relative Frequency (%)
Agree	35	25.5
Disagree	92	67.2
No Response	8	5.8
Don't Know	2	1.5
TOTAL	137	100.0

BUSINESS SIGNS ARE POORLY DESIGNED	Absolute Frequency	Relative Frequency (%)
Agree	47	34.3
Disagree	81	59.1
No Response	7	5.1
Don't Know	2	1.5
TOTAL	137	100.0

BUSINESS SIGNS DETRACT FROM THE BUILDING ARCHITECTURE	Absolute Frequency	Relative Frequency (%)
Agree	23	16.8
Disagree	105	76.7
No Response	8	5.8
Don't Know	1	0.7
TOTAL	137	100.0

The general appearance of streets may have also contributed to the general public's poor opinion of the central area's physical condition. When questioned about the quality of the streetscape, those responding to the business survey identified the lack of cleanliness, landscaping, street furnishings and coordination of building designs, as well as the presence of overhead utility lines, as possible contributing factors (see Table 6).

TABLE 6
STREETSCAPE CONDITION; 1981

Q.#22 Do you agree or disagree with the following statements regarding the central area?

SIDEWALKS ARE IN POOR CONDITION	Absolute Frequency	Relative Frequency (%)
Agree	8	5.8
Disagree	129	94.2
TOTAL	137	100.0

STREET LIGHTING IS POOR	Absolute Frequency	Relative Frequency (%)
Agree	21	15.3
Disagree	113	82.5
No Response	3	2.2
TOTAL	137	100.0

THE CENTRAL AREA IS DIRTY & LITTERED	Absolute Frequency	Relative Frequency (%)
Agree	72	52.6
Disagree	62	45.3
No Response	3	2.2
TOTAL	137	100.0

Q.#22 continued

OVERHEAD POWER AND TELEPHONE LINES SHOULD BE REMOVED	Absolute Frequency	Relative Frequency (%)
Agree	58	42.3
Disagree	70	51.1
No Response	9	6.6
TOTAL	137	100.0

MORE LANDSCAPING IS NECESSARY	Absolute Frequency	Relative Frequency (%)
Agree	70	51.1
Disagree	65	47.4
No Response	2	1.5
TOTAL	137	100.0

THERE IS A LACK OF STREET FURNISHINGS	Absolute Frequency	Relative Frequency (%)
Agree	77	56.2
Disagree	56	40.9
No Response	4	2.9
TOTAL	137	100.0

THERE SHOULD BE MORE COORDINATION OF BUILDING DESIGNS AT STREET LEVEL	Absolute Frequency	Relative Frequency (%)
Agree	83	60.6
Disagree	47	34.3
No Response	6	4.4
Don't Know	1	0.7
TOTAL	137	100.0

Q.#22 continued

PEDESTRIAN WEATHER PROTECTION IS REQUIRED	Absolute Frequency	Relative Frequency (%)
Agree	40	29.2
Disagree	92	67.2
No Response	5	3.6
TOTAL	137	100.0

The central area's roadway system in general and parking in particular were not ranked highly by the general public as required improvements or as reasons for either not shopping downtown more frequently or being dissatisfied with the planning of the Town. A significant minority of the business community however appears to consider the existing roadway system to be unsatisfactory (see Table 7).

TABLE 7
ROADWAY SYSTEM SATISFACTION; 1981

Q.#10 How satisfied are you with the roadway system within the central area?

LEVEL OF SATISFACTION	Absolute Frequency	Relative Frequency (%)
Very Satisfied	6	4.4
Satisfied	84	61.3
Dissatisfied	36	26.3
Very Dissatisfied	8	5.8
No Response	3	2.2
TOTAL	137	100.0

In regards to parking, respondents to the business survey were quite definite that in their opinion there is an inadequate number of parking stalls in the central area. This response is surprising, considering that less than five percent of the Town's residents consider it a reason for not shopping downtown more frequently (see Table 8).

TABLE 8
ADEQUACY OF THE NUMBER OF PARKING STALLS; 1981

Q.#17 Are there an adequate number of parking stalls in the central area?

RESPONSE	Absolute Frequency	Relative Frequency (%)
Yes	29	21.2
No	100	73.0
No Response	7	5.1
Don't Know	1	0.7
TOTAL	137	100.0

Opinions concerning the adequacy of the number of parking stalls in the central area are consistent with responses to the question of whether development of additional off-street parking areas is necessary in the respondent's area (see Table 9).

TABLE 9
NEED FOR ADDITIONAL OFF-STREET PARKING; 1981

Q.#18 Is the development of additional nearby off-street parking areas necessary in your area?

RESPONSE	Absolute Frequency	Relative Frequency (%)
Yes	84	61.3
No	51	37.2
No Response	2	1.5
TOTAL	137	100.0

The general public also identified increased shopping opportunities and retail management as areas requiring improvement.[1] Central area businesses and activities rated a variety of indices related to retail management (see Table 10). The overall impression from the data is that both the business sector and the general public agree that attracting additional shopping opportunities and retail management are priority concerns.

TABLE 10
ADEQUACY OF MERCHANDISING; 1981

Q.#24 Please rate the following for the central area.

SELECTION OF GOODS	Absolute Frequency	Relative Frequency (%)
Good	40	29.2
Fair	79	57.7
Poor	13	9.5
No Response	5	3.6
TOTAL	137	100.0

COMPETITIVE PRICING	Absolute Frequency	Relative Frequency (%)
Good	45	32.8
Fair	68	49.7
Poor	19	13.9
No Response	5	3.6
TOTAL	137	100.0

---

[1] In response to the question, "What could be done to improve shopping facilities in the Town?", 12.9 percent of the general public mentioned improved retail management. This category included competitive pricing, evening hours, better service, interested clerks, knowledgeable clerks, extended liquor store hours, publicizing of prices, more credit card facilities, more home deliveries. An increase in shopping opportunities was suggested by 79.8 percent of Leduc households as being the way to improve shopping facilities in the Town. Among the most frequently mentioned suggestions were: more/better/large/department stores, greater/better variety of goods, more/better malls, more competition, more clothing stores and a better selection of stores.

Q.#24 continued

LENGTH OF STORE HOURS	Absolute Frequency	Relative Frequency (%)
Good	75	54.7
Fair	42	30.7
Poor	14	10.2
No Response	6	4.4
TOTAL	137	100.0

QUALITY OF SALES STAFF	Absolute Frequency	Relative Frequency (%)
Good	61	44.5
Fair	66	48.2
Poor	4	2.9
No Response	6	4.4
TOTAL	137	100.0

ADVERTISING	Absolute Frequency	Relative Frequency (%)
Good	58	42.3
Fair	71	51.8
Poor	2	1.5
No Response	6	4.4
TOTAL	137	100.0

SPECIAL SALES EVENTS	Absolute Frequency	Relative Frequency (%)
Good	58	42.3
Fair	64	46.7
Poor	9	6.6
No Response	6	4.4
TOTAL	137	100.0

Q.#24 continued

VARIETY OF PLACES TO EAT	Absolute Frequency	Relative Frequency (%)
Good	55	40.1
Fair	54	39.5
Poor	21	15.3
No Response	7	5.1
TOTAL	137	100.0

The results of the business survey indicate a recognition by central area activities of the need for redevelopment of the central area.

APPENDIX C

CENTRAL AREA OPPORTUNITIES AND CONSTRAINTS

The post-war development of the Town of Leduc has included major changes to the central area. During the early 1950s, the central area was confined to 50th Avenue between 50th Street and the Canadian Pacific Railway (CPR) main-line.

The Town's general municipal plan prepared in 1954-1955 recognized the importance of accessibility and recommended commercial uses west of 50th Street along 50th Avenue and north of 50th Avenue along 50th Street.

During the almost thirty years since that plan was prepared, the central area has expanded in the directions recommended with the result that 50th Street and 50th Avenue form the major central area intersection and those roadways act as boundaries between functional areas within the central area[1]. Although functional area boundaries are indicated on Figure 1, it should be understood that often a transition, rather than a definite division, occurs between types of land uses.

Functional Area #1 is centered on 50th Avenue and is bounded by 50th and 47th Streets and 49th and 51st Avenues.

This area appears to have originally focussed on the Canadian Pacific Railway station grounds and the highway to Edmonton (47th Street). A number of fires, in particular the 1929 fire, destroyed most of the central area and successive relocations to the west, of the intersection of Highway #2 and Highway #39 - first to 50th Street and 50th Avenue and later to its present location - have diminished the area's importance. Accordingly, a major central area plan emphasis should be the formulation of economic, physical and organization actions to stimulate new construction and business development within this area.

There are no historic buildings within the area or elsewhere within the central area which might constrain extensive redevelopment. The absence of historic buildings in the central area, however, need not be interpreted as a lack of local history; indeed, the Town's well documented history could be used to develop a series of historic markers in the central area.

Currently, the traditional core area is characterized by many small retail and service commercial establishments occupying, generally, old one and two storey buildings in fair to good condition (see Figures 2 and 3).

Generally, demolition of structures due to their unsafe physical condition does not seem to be required in the central area; however, considerable renewal and intensification of development might be undertaken in order to create a more active, attractive and better functioning commercial district.

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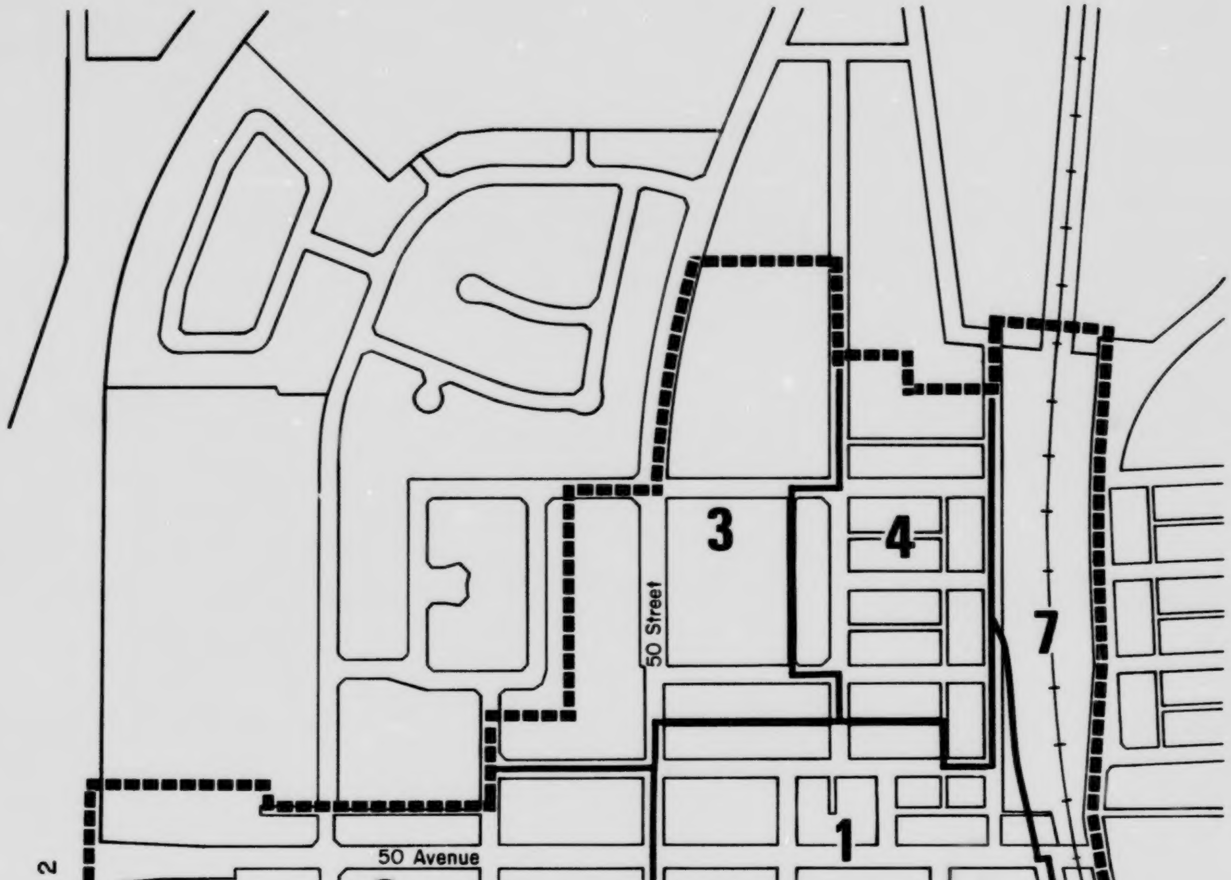
[1] The term "functional area" means a portion of the central area which may be physically distinguished from other areas by the type or types of land uses, their age, condition and built form.



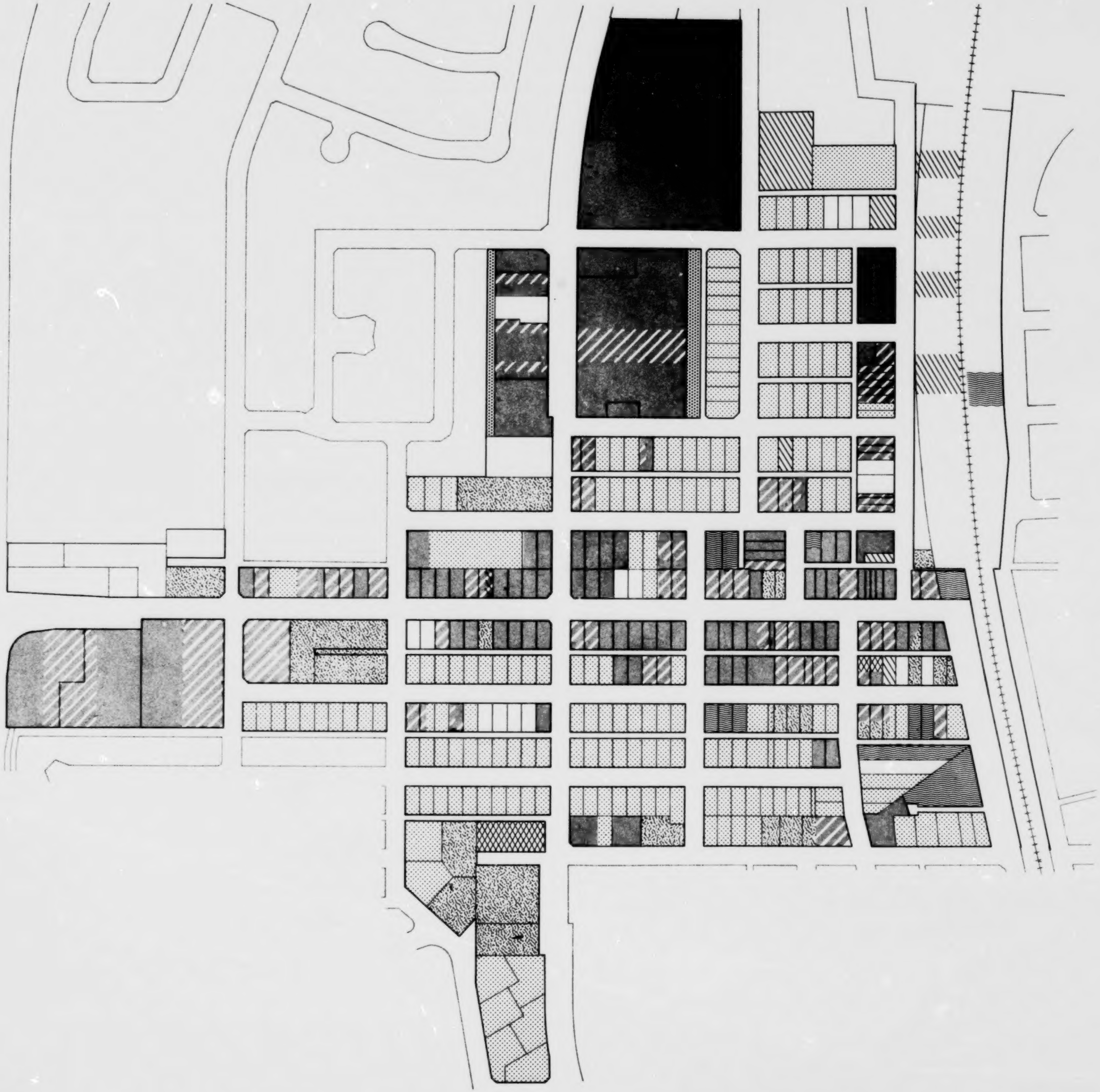
3
4
7
50 Street
1
50 Avenue
Hwy 2
2
5
6

FIGURE 1

FUNCTIONAL AREAS

FIGURE 2

CENTRAL AREA LAND USE



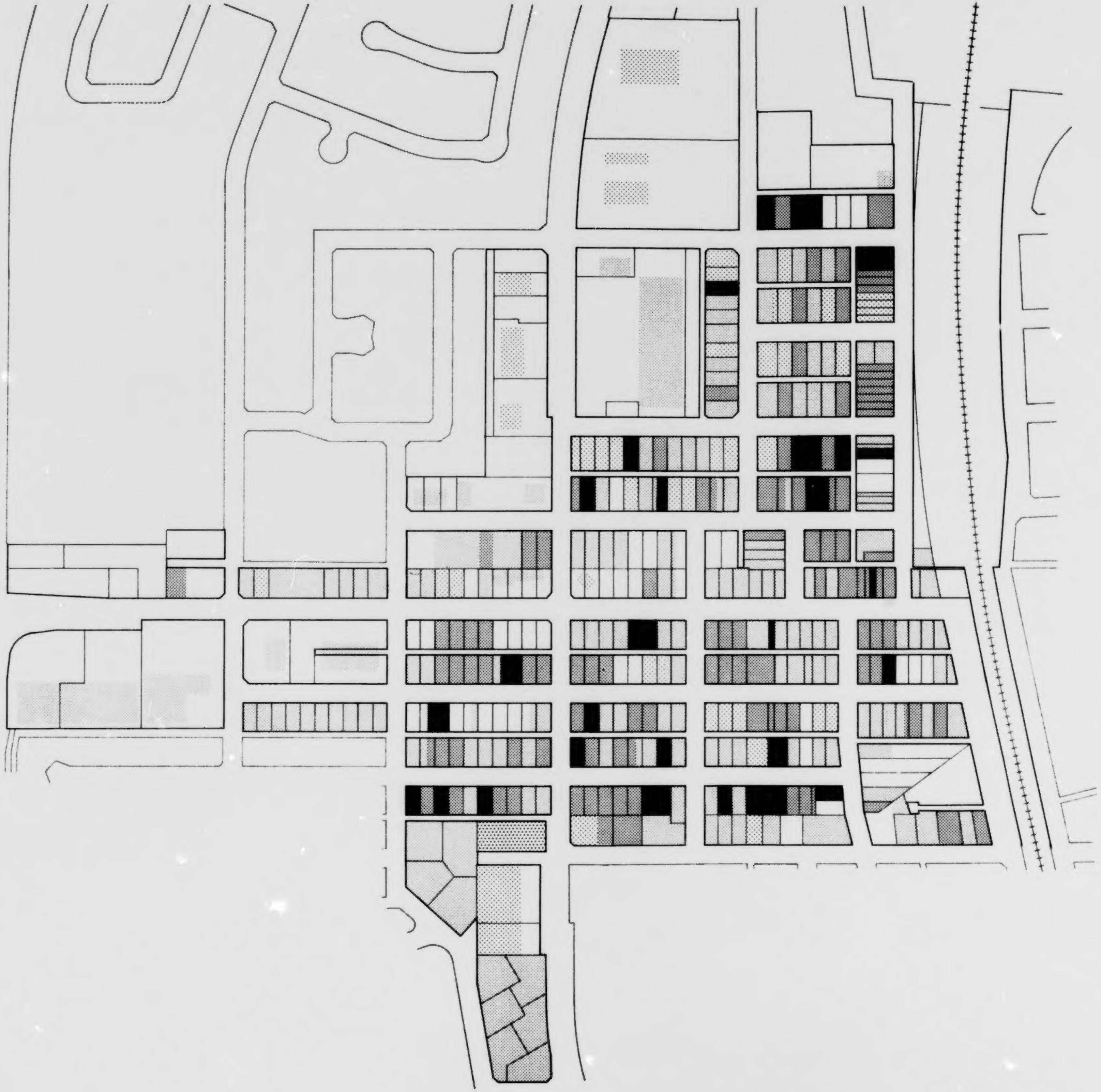
- ▨ RESIDENTIAL
- ■ COMMERCIAL (retail trade)
- ▨ COMMERCIAL (service)
- ▨ INDUSTRIAL
- ▨ INSTITUTIONAL / SEMI-PUBLIC
- ▨ COMMUNICATION, TRANSPORTATION, UTILITIES
- ▩ RECREATION
- ▨ PUBLIC OPEN SPACE
- ☐ VACANT

Source: Municipal Assessment Records, 1981

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION

FIGURE 3

BUILDING CONDITION



▨ EXCELLENT
▨ GOOD
▨ FAIR
■ POOR
▨ UNDER CONSTRUCTION
☐ PARKING, VACANT

Source: Municipal Assessment Records, 1981

The existing density of the development is in the order of 5 869 gross square metres per net hectare (25,566 gross sq. ft./net acre) however the area lacks a major commercial activity centre. Among the significant land uses in the area are the Federal Building containing the Post Office which attracts considerable traffic to the area and the Town's library which may be moved to Alexandra Park.

Functional Area #1 also contains vacant lots, residential properties and land extensive uses, such as Beaver Lumber, generally not associated with well developed central areas. Such uses should be considered to provide opportunities for redevelopment. It is important that every effort be made to retain within the Town, those land uses relocated from the central area.

As part of the general municipal plan program, the Town defined its future transportation and utilities systems. Sufficient capacity has been planned in the proposed Town-wide transportation and utility systems to accommodate major increases in central area development. The Town should periodically review the detailed land use scheme which has been formulated for Functional Area #1, and additional engineering studies may be required to determine the most efficient means of improving transportation and utility servicing in the area.

The Town's proposed roadway network (see Figure 4) would result in Functional Area #1 being bounded on the east and west by major arterial roads (50th and 47th Streets) and bisected by 50th Avenue, which would function as a central area distributor route and west of 50th Street as an arterial roadway. Functional Area #1, especially 50th Avenue, has been suggested as the focus of future transit systems routes. The possibility of public transit, combined with the use of 50th Avenue as a distributor route within Functional Area #1, may require a reduction in the amount of on-street parking along 50th Avenue. As a result, consideration may have to be given to utilizing adjacent streets (49th and 51st Avenues) as access routes to additional off-street parking and as alternative routes to 50th Avenue which will likely continue to function as an access route to the northern industrial area.

Parking has been identified by the business community as a concern even though less than two percent of the public survey in 1979 suggested parking as a desired shopping improvement.

The 1974 Leduc Parking Study determined that an additional 85 to 100 parking spaces were required in the central area. According to the Town Engineer, the supply of and demand for parking remains much as it was in 1974, with the exception of the Town's recent purchase of land for parking. The location of the Town's proposed parking lots is indicated on Figure 5. Even though the recently acquired parking areas will provide sufficient parking for the central area, it may be desirable for the area redevelopment plan to identify alternative mechanisms for the provision of future parking and for the improvement of existing parking areas. One idea worthy of early consideration is the use of 49th Street south of 50th Avenue and 48th Street north of 50th Avenue as combined parking and pedestrian malls.

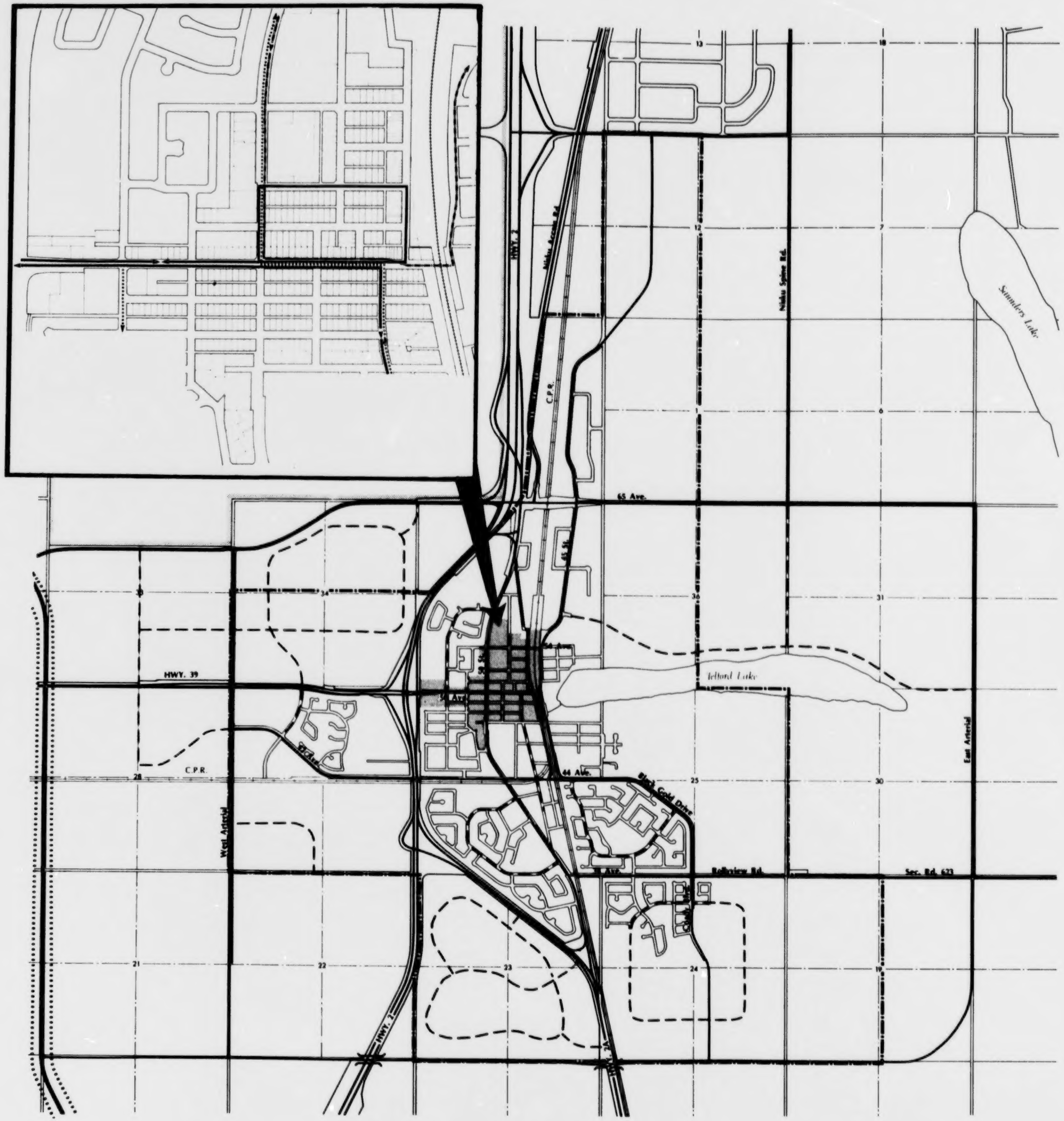

13
18
12
7
6
36
31
25
30
24
19
21
22
23
29
28
HWY. 2
Nisku Spine Rd.
C.P.R.
65 Ave.
HWY. 39
50 Ave.
50 St.
Telford Lake
Saunders Lake
C.P.R.
44 Ave.
Black Gold Drive
Rollyview Rd.
Sec. Rd. 623
East Arterial
West Arterial
HWY. 2

FIGURE 4

PROPOSED ROADWAY NETWORK

- - ARTERIAL

— COLLECTOR

▬ LONG TERM ARTERIAL

⁚⁚⁚⁚ LONG TERM FREE FLOW FACILITY CORRIDOR

)(LONG TERM OVERPASS

PROPOSED BUS ROUTES (INSET)

||||||| 1

▬▬ 2

•••• 3

▬·▬ 4

Source: Town of Leduc General Municipal Plan, 1981

EDMONTON METROPOLITAN REGIONAL PLANNING COMMISSION

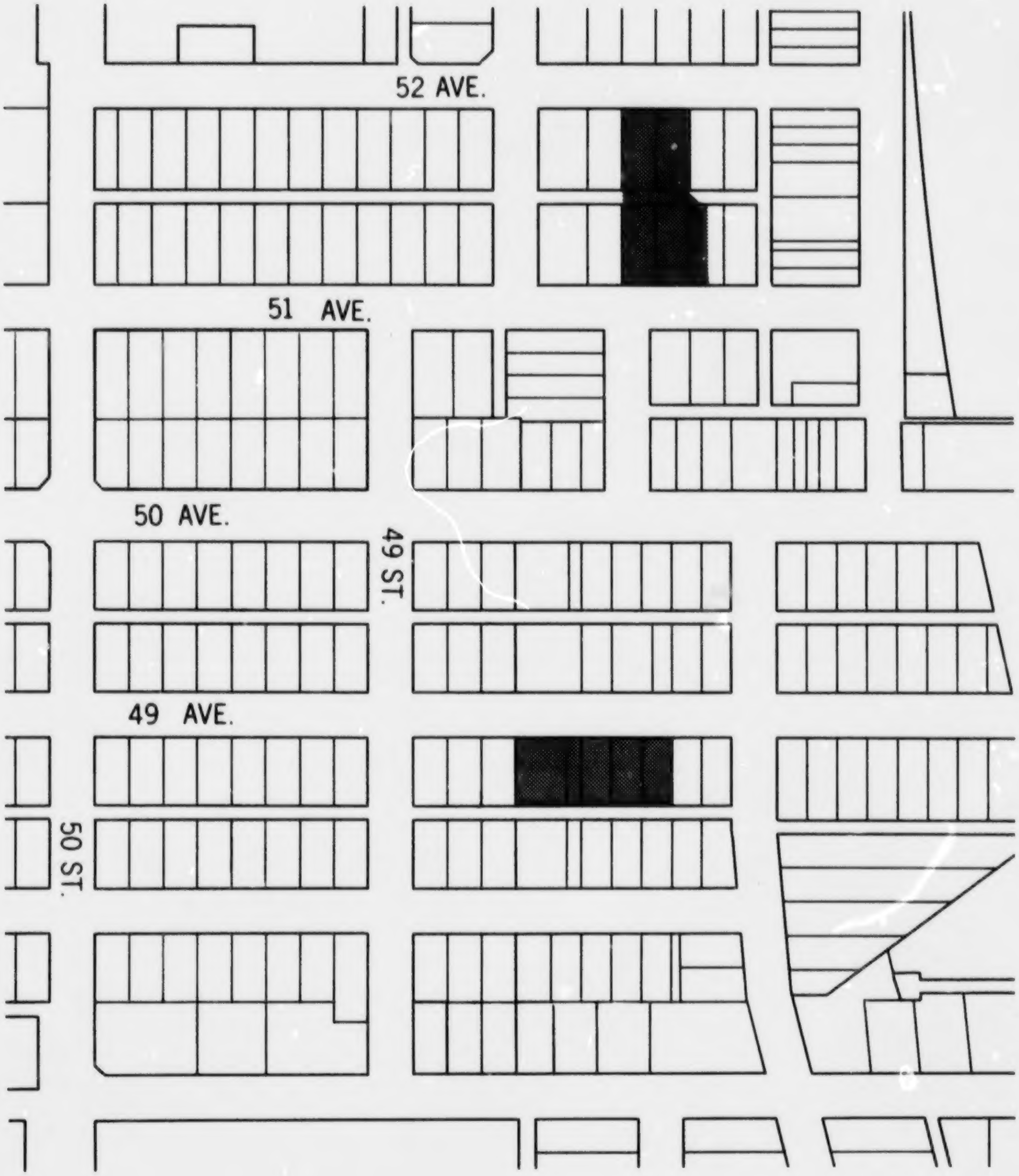

52 AVE.
51 AVE.
50 AVE.
49 ST.
49 AVE.
50 ST.

FIGURE 5

PROPOSED MUNICIPAL OFF-STREET PARKING LOTS

Functional Area #1, along with most of the study area, is designated as a C-1 land use district. The bylaw permits those uses normally associated with central areas and allows 100 percent coverage to a maximum height of twenty metres. Functional Area #1 is within the land use bylaw downtown parking overlay which reduces the parking requirements to 66 percent of that otherwise required.

The bylaw permits the development officer to exercise qualitative judgment on building design, signing and landscaping; however, in the absence of specific and well-documented guidelines, it has been difficult to exercise such judgment.

The only known proposed development within the traditional core area is a new Bank of Montreal building at 47th Street and 50th Avenue.

It is most likely that in the future, Functional Area #1 will consist predominantly of ground floor commercial retail and service uses with upper storey office uses oriented toward 50th Avenue and major parking areas adjacent to the traditional core. The prime area for new commercial/office development will likely be the corner of 50th Street and 50th Avenue. Office uses will tend to expand from that intersection along 50th Street and 50th Avenue. A secondary office precinct may develop in the vicinity of 47th Street and 50th Avenue. Both areas enjoy good visibility, accessibility and proximity to parking and commercial uses. High density commercial office developments on 50th Avenue, at or near 50th Street and 47th Street, would create visible anchors for the traditional main street area.

The best type of focal point for the traditional core area would be a shopping mall with a major department store anchor. However, it is unlikely that it would be possible to assemble along 50th Avenue the 3.25 to 4.00 ha required for such a major redevelopment.

The difficulties of extensive assembly in the developed commercial core will probably result in continued small scale and slow paced redevelopment. There is some value in maintaining an area of owner-occupied small businesses because of their ability to respond to the community's commercial and service needs.

With respect to the actual physical design of buildings, landowners within the traditional core area might find it beneficial to emulate the unified architectural and sign treatment and the agreeable surroundings, including weather protection for shopping in comfort, found in modern shopping centres. This is a matter which would require, otherwise independent, individual landowners and businesses to agree to abide by design guidelines.

Functional Area #2 is centred on 50th Avenue and is bounded by Highway #2 and 50th Street.

Development in the area is of much more recent origin than that in Functional Area #1 and generally seems to have occurred in the post-1955 era. Major land uses include the Town Administration Building and the Leduc Shopping Plaza built in 1972, the Towne House Motor Inn (1965), Kalke Motors (1956) and the now vacant Deryk Thorn Ford site (1958).

Because of the recent development of most Functional Area #2 sites, the area is better suited to modern retailing and office uses. The area contains sufficient on-site parking, building setbacks from roadways, large sites and consequently moderate development densities (3 622.6 gross square metres per net hectare/15,780.2 gross sq. ft. per net acre). The recent construction of most buildings in the area indicates that very little redevelopment is likely to occur in the near future.

Adjacent to Functional Area #2 is Reynar Park containing picnic facilities, tennis courts, play equipment and fields. Within Functional Area #2 the only significant amount of open space is the lawn area surrounding the Town Administration Building. Easily identifiable pedestrian access to both areas should be maintained and the Town Administration Centre grounds, in particular, might be better developed for passive recreational purposes.

Because 50th Avenue west of 50th Street is a major arterial roadway and because the businesses are typically set back from the roadway, it seems less important to improve the streetscape from a pedestrian point of view, than to improve the appearance of the street as a major vehicular entrance to the Town of Leduc.

In order for this area to continue to function as a vehicular oriented commercial district, it may be necessary to establish guidelines for the placement of new buildings, driveways and parking areas. This will be especially important once the sub-regional shopping centre to be developed immediately across Highway #2 generates additional traffic along 50th Avenue. Accordingly, a land use district category, more akin to the C-3 and C-4 designation, may be warranted rather than the more permissive C-1 category, particularly west of 51st Street.

There are no known development proposals within the area at this time, however, in the longer term the Leduc Shopping Plaza may be developed more intensively in response to both the competition from the sub-regional shopping centre and the additional opportunities for commercial enterprises which will occur as the community increases in population.

Consideration should be given to the types of amenity improvements which might be desirable from both private development and public perspectives. Other possible opportunities for redevelopment are the Kalke Motors and Burger Baron sites and the vacant properties immediately south of Reynar Park and west of the Royal Canadian Legion Hall.

A variety of land uses may locate within Functional Area #2. Most retail and personal services shopping facilities are likely to continue to locate in shopping centre type developments because of the convenience of one stop and comparison shopping in a single building. Office development, as previously indicated, is most likely to concentrate in the vicinity of 50th Street and 50th Avenue. Considerable office development has already occurred between 51st and 52nd Streets. Office/commercial uses apart from those located in shopping centres, are likely to be of the automobile oriented, special purpose trip nature. The denture clinic, optometrist, hairstylist, extended hours convenience grocery store and restaurants already present along 50th Avenue are examples of such businesses.

Virtually all of the commercial land within Functional Area #2 is designated C-1 by the Town's land use bylaw. The Town may wish to consider a larger minimum site area and different site design regulations in order to encourage larger, more comprehensive developments which include a high proportion of on-site parking and excellent vehicle access.

The street of homes immediately behind the existing civic administration building is designated as R-1C (single family) by the Town's land use bylaw. The homes were generally constructed in the 1949-1950 period and are all in good condition. The oldest house (1930) is at the corner of 52nd Street and 49th Avenue and the most recently constructed house was built in 1957-1958.

Given the good supply of commercially zoned land, the good condition of the dwellings and the reasonable compatibility with adjacent uses (such as the Town Administration Building to the north and the Linsford Park neighbourhood to the south), there is no compelling reason to change the land use bylaw designation of the area. Furthermore, when a change in designation is warranted, it should be on the basis of a single specific comprehensive residential, office and commercial redevelopment proposal for the entire street of houses. Such a procedure would protect the individual homeowner from scattered incompatible redevelopment. To a lesser extent it will also be necessary to ensure that future commercial development is compatible with the adjacent existing apartment block at the corner of 51st Avenue and 51st Street.

Forty-ninth Avenue between 50th Street and 51st Street is now being developed for commercial uses. In this area it will also be important to protect the adjacent residential district from the negative effects of commercial developments.

Functional Area #3 is centered on 50th Street and is bounded by 52nd and 56th Avenues.

Functional Area #3 serves a similar purpose to Area #2 insofar as both areas are automobile oriented. Leduc Shopping Plaza, the grocery store and office buildings between 52nd and 54th Avenues and Romaniuk Chev-Olds Ltd. were all built between 1972 and 1976. The Strathcona-Leduc Co-op building supply store was constructed in 1967.

Immediately south of Leduc Shopping Plaza are two small commercial blocks containing a variety of businesses (meat market, stereo store, hairstylist, real estate office, florist, laundromat, dry cleaners and seamstress). Many of these uses may have located along 52nd Avenue because of the immediate proximity to Leduc Shopping Plaza.

Very few improvements appear to be required within Functional Area #3 since the area has and is likely to continue to develop in a fashion conducive to modern office/retailing practices. Large lots, on-site parking and ease of customer access are typical. The existing density of development is the order of 1 944.0 gross square metres per net hectare (8,468.1 gross sq. ft. per net acre). Only two vacant sites, both on the west side of 50th Street - remain in this area and they are likely to be developed for office and retailing uses.

Only the Leduc Shopping Plaza site is designated as a C-4 (shopping centre) district by the Town's land use bylaw; all other sites are designated C-1. The C-4 designation allows only 25 percent site coverage, as opposed to 100 percent coverage permitted in the C-1 zone, and requires buffer strips and landscaping secured by a letter of credit or a bond.

The Town may wish to consider rezoning parts of this district to a category similar to the C-3 or C-4 category which limits site coverage and requires greater attention to building and site design including landscaping. It is in the interests of the entire Town to ensure that high architectural and landscaping standards are encouraged along 50th Street because it is a major entrance to the Town and is adjacent to residential districts.

It also seems desirable to ensure that attractive pedestrian routes are provided between the traditional core area and adjacent commercial districts. In this regard, the Town may wish to acquire sufficient right-of-way (by purchase, development negotiation or bonus system) to extend 49th street as a pedestrian route through to 52nd Avenue.

The issue of compatibility between residential districts and commercial development is especially important along 52nd Avenue near 49th Street. Land use bylaw regulations should include provisions for landscaping, building design guidelines and control of vehicular accesses and signs.

Functional Area #4 is generally bounded by 47th Street to the east, Leduc Shopping Plaza to the west, 55th Avenue to the north and 51st Avenue to the south.

The area contains two distinct types of land use - residential uses and commercial uses limited generally to the properties fronting onto 47th Street.

Generally, the oldest dwellings are located in the southern portion of the area and front onto 47th Street. The older dwellings are intermixed with modern dwellings, with several built in the 1970s. The houses immediately behind Leduc Shopping Plaza were generally constructed in the mid-1960s. The recently constructed dwellings are in good to excellent condition.

The area was originally intended as a commercial/industrial district with the southern portion serving automobile related uses and the northern portion providing outdoor storage for oil-field related activities.

Significant land uses within the area include Weiss Motors and Revelstoke Building Supplies which occupies the entire block fronting onto 47th Street between 53rd and 54th Avenues. Commercial land uses are generally land extensive and require good automobile access. Commercial development densities are in the order of 2 935.7 gross square metres per net hectare (12,788 gross sq. ft./net acre). The area appears well suited to such uses although some further intensification may occur when 47th Street is developed as a major arterial.

There are no parks or open spaces within Functional Area #4. Indeed, the nearest park space is Alexandra Park approximately five hundred metres to the south. The area lies between the thirty and thirty-five noise exposure forecast contours associated with the Edmonton International Airport. Proposals to develop the area residentially at this time would not be permitted by virtue of the Edmonton International Airport Vicinity Protection Area Regulations. But the regulations do permit developments in existence prior to adoption of the regulations to continue and they do provide for infill housing.

Because additional land for commercial development in the central area is not required and because the area contains recently constructed and well maintained homes, the Town should not permit any commercial rezoning within the area and should strive to maintain the residential character of the area. Future commercial development adjacent to residences should be regulated to ensure that building, sign and site designs are compatible with the neighbourhood. If it is found that commercial traffic is using residential streets, corrective traffic control measures may have to be instituted. Although the present council cannot limit the authority of future councils, the Town with consistent decisions can indicate to residents that their neighbourhood is not considered suitable for redevelopment to commercial uses. In the absence of municipal efforts to protect the residential character of the neighbourhood, sporadic commercial and light industrial development is likely to occur. It is recognized that the area does not provide a good residential environment due to the surrounding commercial uses and lack of community facilities; however, there do not appear to be reasonable alternative land uses.

Functional Area #5 is bounded by 49th and 47th Avenues and 47th and 50th Streets. The area was originally subdivided in 1894 and 1902 and resubdivision occurred in 1955 and 1959, primarily to accommodate commercial activities.

The predominant land use in the area is residential. The dwellings within the area were constructed over a long period of time (1902 to 1975) with most of the residential construction occurring in the 1940s and 1950s era. Most of the dwellings are in fair to good condition. Other land uses include churches, public utilities and various commercial activities (Kentucky Fried Chicken, B & D Tire Town, etc.). The Town of Leduc has acquired 96.3 m (316 ft.) of frontage along the south side of 49th Avenue east of 48th Street for the provision of downtown off-street parking (see Figure 5).

Immediately to the south of this area is Alexandra Park which the Town intends to redevelop for civic, cultural, administrative and recreational purposes. The development of the civic centre will likely increase traffic along 47th Avenue between 50th and 47th Streets.

The properties fronting onto 49th Avenue and 48th Street are zoned C-1 COMMERCIAL - CENTRAL BUSINESS DISTRICT RETAIL AND SERVICES; while the remainder of the area, except for a few lots on 47th Avenue opposite Alexandra Park, is designated R1C - RESIDENTIAL - SINGLE FAMILY (Class C).

The Town's general municipal plan highlighted the need for the most important Town-wide and regional service land uses to develop a major focus. The plan indicated that the best location for such a focus would be in the general area of 50th Street and 50th Avenue, particularly the south-southeast of that intersection, because of that area's high degree of accessibility.

The plan also stated that other advantages of this area include its proximity to the existing and potential areas of higher density residential development as well as its adjacency to a large park which could be integrated into the downtown complex as a part of the recreation amenities serving not only the downtown residents but also the central business district's employees and shoppers. Higher density office development contemplated for the downtown core could be integrated with existing provincial government offices and the new civic complex tentatively planned for the vicinity of north Alexandra Park. The park itself could visually enhance the future civic centre and emphasize its importance as a landmark of the Town.

Since publication of the general municipal plan, the Town has acted very quickly by retaining architectural consultants to investigate the redevelopment of Alexandra Park. Development of a civic complex will assist the redevelopment of the central area, particularly since Functional Area #1 lacks a major commercial anchor development which would encourage Town and trade area residents to shop downtown, enlarge the Town's trade area and thereby increase local commercial opportunities.

A recent commercial development innovation is the mixed use city centre concept. The best known of these developments are in major city central areas (Edmonton Centre, Eatons Centre in Toronto, etc.) and are typically large scale, high density projects involving the physical integration of mutually supportive land uses.

The mixed use city centre development is not limited to large cities, and, indeed, examples exist in Alberta's smaller communities of both proposals for and the actual development of such complexes.[2]

Leduc's future economic and social vitality would benefit from a major mixed use commercial development and, as previously described, Functional Area #5 is the best location for such a development.

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[2] Oxford Shopping Centres, Hudson's Bay Company and South Hill Shoppers' World; Red Deer Towne Centre and Bower Place Shopping Centre, "A Proposal for the City of Red Deer", Oxford Developments, 1979.

City of Lethbridge Planning and Development Department, Downtown Phase II Area Redevelopment Plan, City of Lethbridge, 1979, 44 pp.

Urban Land Institute, Shopping Center Development Handbook, ULI, 1977, especially pp. 264 to 266.

Urban Land Institute, Downtown Development Handbook, ULI, 1980, 264 pp.

It is likely that such a development would require joint private/public sector actions since the acquisition and redevelopment of the 3.25 to 4.00 ha required for such a development may be beyond the risk taking, financing and implementation abilities of the private sector. Accordingly, Town and Provincial participation may be required in order to create the conditions for the private sector to use its expertise to develop an integrated land use complex.

If such a development is favoured by the Town, it will be necessary to ensure compatibility with the adjacent Alexandra Park development and the Provincial buildings. Furthermore, it will be necessary to provide pedestrian and vehicular transportation links between the historic core area, multiple use complex and civic and cultural centre. Forty-ninth Street appears to be a suitable pedestrian access route which might, if a multiple use commercial complex were developed, become part of an indoor shopping mall linking the historic core and Alexandra Park.

Forty-seventh and 49th Avenue could provide east-west vehicular access and as office and residential development occurs west of 50th Street grade separated pedestrian access may be required. Fiftieth and 48th Street could provide north-south access.

In the absence of such a development, most of Functional Area #5 is likely to remain much as it is now - with the lots flanking onto 50th Street being developed for automobile oriented convenience commercial uses and periodic pressure being brought to bear for small scale commercial and high density residential redesignation in an otherwise residential area.

Functional Area #6 is bounded by 50th and 51st Streets and 48th and 45th Avenues. The properties fronting onto 48th Avenue are single family residences, with the exception of the Royal Canadian Mounted Police building, and are generally in fair to good condition. Several of the residences were built prior to 1945.

Immediately south of the single family residential portion of Functional Area #6 are the Seventh Day Adventist Church, Twin Theatres, the Provincial Court House and four apartment blocks containing a total of 100 suites. All these buildings are of recent construction and are unlikely to be redeveloped for many years. The apartment buildings in particular are appropriately located with good accessibility to employment and shopping areas and close to open space and recreation facilities.

There are no incompatible land uses within the area and there does not appear to be an immediate demand for land use bylaw designation changes. In the longer term however, there will likely be a demand for apartments and small scale convenience and vehicular oriented commercial uses along 48th Avenue between 50th and 51st Streets. Office and high density residential uses are appropriate in the area provided, however, that apartments are not permitted immediately adjacent to 50th Street and redevelopment does not adversely affect the Linsford Park neighbourhood.

The continued functioning of 50th Street as a major arterial roadway suggests that further vehicular oriented convenience commercial uses should be restricted between 47th and 50th Avenues because of the limited width of the roadway in that area.

Functional Area #7 comprises of the Canadian Pacific Railway right-of-way and railway line. Currently, the station grounds contain the station house and freight shed, Imperial Oil bulk plant, Alberta Wheat Pool Fertilizer storage and grain elevator and Strathcona-Leduc Co-op Fertilizer warehouse.

Canadian Pacific Railway proposes to subdivide the right-of-way north of 50th Avenue for light industrial purposes. According to Town officials, the C.P.R. is not required to conform to provincial or municipal planning legislation and policies.

The right-of-way is currently unattractive and of little benefit to the central area. In the future, however, part of the right-of-way might be used as a park and ride transit terminal for commuters and intra-community bus routes. Such a use in the vicinity of 50th Avenue and 47th street would help to create a needed focus in that area. However, the Town's ability to secure such a use is in doubt, given the Canadian Pacific Railway's special status with respect to planning legislation. If the C.P.R. subdivides the right-of-way for light industrial development, a buffer strip should be reserved for landscaping and vehicular access should be limited to protect the functioning of the proposed 47th Avenue arterial.

APPENDIX D

PARKING LOT DESIGN STANDARDS

A. PERMANENT PARKING LOTS

A permanent parking lot shall be defined as a parking area that is expected to be in operation for a period of time exceeding two years.

1. Landscaping and Screening

(a) A minimum of 10% of the total area shall be devoted to landscaping.

(b) Vehicular circulation and parking areas should be screened from view by walls, vegetation, berms or a fence.

(c) Screening along property lines shall be a minimum of 1.2 m in height.

(d) For a distance of 8 m in every direction of all entrances and exits, any type of screening or landscaping shall not exceed a height of 0.6 m.

(e) Surface parking lots should be landscaped within the boundaries of the site itself to soften the negative visual impact.

(f) Landscaping should be used to divide large surface lots into smaller lots of 50 cars.

(g) Of all forms of greenery, trees are the most essential. They screen cars, guide traffic, provide shade, frame views, and act as noise buffers.

(h) Greenery selected for use in and around parking lots should be decorative but hardy, require little care, be able to withstand soot and gas fumes as well as the rigours of the climate.

2. Visibility of Access

(a) Fences, hedges and other screening along the access and egress of a parking lot shall not exceed 0.6 m in height.

(b) Signs directing patrons to the entrance or exit may be erected on the site. Such signs shall not exceed 0.7 m^2 in area.

3. Setback From Public Right-of-way

(a) Where a parking lot abuts a public right-of-way, a boundary barrier shall be provided. Boundary barriers may be in the form of wheel-stops, curbing, guardrails, walls, fencing and vegetation.

(b) A distance of 0.6 m should be left between the barrier and the sidewalk when low barriers are used. This will prevent bumper overhangs into the public walk.

(c) Parking spaces shall be designed so that all vehicles using those spaces can be parked and maneuvered entirely within the bounds of the site before moving onto adjacent public thoroughfares.

4. Paving and Markings

(a) Parking facility surfaces shall be durable and dustless, consisting of asphalt, concrete or oiled, crushed gravel.

(b) The parking facility shall be graded to drain properly and completely. Runoff must not be allowed to affect adjacent properties or cross public rights-of-way.

(c) Parking stalls must be delineated with lines marked out in white paint although yellow may be used for contrast on light coloured surfaces. Double lines are preferred to single lines as they seem to be more effective in encouraging orderly parking.

(d) Warning signs, arrows designating traffic flow direction, "no parking" signs, and other signs intended to be permanent upon the pavement, as well as the curbs of islands, should be painted in yellow.

(e) All lines between stalls, lettering and other markings painted on the surface of a parking lot shall be 7-10 cm wide.

5. Lighting

(a) Any lighting used to illuminate an offstreet parking lot should be placed so that it does not cause spillover light or glare to intrude into adjacent properties and streets.

(b) Pole locations shall be coordinated with stall and aisle layouts. Light poles should be kept at the ends of parking rows where possible.

(c) The intensity of parking lot lighting should be a minimum of 1.0 foot candle but should not exceed 2.0 foot candles.

6. Signs

(a) Signs should be rigidly controlled in a parking area. Only those signs providing directional control, identifying the lot, the lot entrance or exit, aisles within the lot, or regulations pertaining to the operation of the lot shall be allowed.

(b) Signs shall be mounted at a minimum height of 1.5 m preferably on already existing poles, for example, on light standards.

(c) Signs shall not exceed 0.7 m^2 in area.

7. Maintenance

(a) Parking area contours should be kept simple to allow for convenient snow removal.

(b) Snow storage areas should be incorporated into the lot design.

(c) Trash containers should be incorporated into the parking lot design, located out of the traffic flow and where they do not interfere with parking stall layout or patron parking maneuvers.

(d) A curb, wall, fence, wooden or metal strip should provide a boundary between landscaped areas and parking areas.

(e) Vegetation chosen for landscaping purposes should be hardy and require little care. For example, shrubs and bushes collect more litter than trees. Trees that drop pods or flower petals can contribute to a untidy looking parking area and also clog up drains.

(f) Tree planting strips should be wide enough to allow adequate plant growth without damage being caused to adjacent paved areas.

(g) Flowers or other foliage requiring extensive maintenance should never be used unless adequate care will be available.

B. TEMPORARY PARKING LOTS

A temporary parking lot shall be defined as a parking area that is expected to be in operation for two years or less.

1. General Regulations

(a) Parking facility surfaces shall be durable and dustless, consisting of at least oiled, crushed gravel.

(b) The parking facility shall be graded to drain completely. Runoff must not be allowed to affect adjacent properties or cross public rights-of-way.

(c) The lot must be delineated in some manner, and the boundaries must not be near than 1 m of public rights-of-way. Temporary fences may be used for delineation but must be securely attached to the ground.

(d) Parking lot layout and stall arrangement must be delineated in some manner.

(e) Only those signs providing directional control, identifying the lot, the lot entrance and exit, or regulations pertaining to the operation of the lot shall be allowed.

(f) Signs shall be mounted at a minimum height of 1.5 m, preferably on already existing poles.

(g) Signs shall not exceed 0.7 m^2 in area.

(h) Temporary parking lots must be illuminated for use after dark. Some type of agreement may be made between the landowner and the town over the utilization of existing power infrastructure.

(i) The required setback between the parking lot and public rights-of-way must be sodded. Existing vegetation in this setback as well as throughout the parking lot should be left intact and maintained regularly so it does not encroach upon public rights-of-way or into parking stalls.

C. PROVISION FOR THE HANDICAPPED

1. Parking Lots

(a) Private parking lots designed for use by the public should include parking arrangements for handicapped people.

(b) The recommended provision ratio is one space for handicapped people for the first 20 spaces provided and one space for every 50 spaces after that.

(c) Parking spaces for the handicapped should be located as close to the building entrance as possible. Spaces that are sheltered from the weather are encouraged.

(d) Parking spaces designed for the handicapped should be well marked with clear and easily understood signs.

(e) Signs should be of uniform design. Signs depicting the International Symbol of Access are recommended. The official symbol is a white figure on a blue background.

(f) Parking spaces should be a minimum of 3.7 m wide to allow easy maneuvering of a wheelchair between vehicles.

2. Pedestrian Routes

(a) Sidewalks should be provided to connect the parking lot to the building. They should be continuous and obstacle-free.

(b) The minimum recommended width for sidewalks is 1.5 m.

(c) If a change in grade is necessary, ramps should be provided (for example, at curbs).

(d) Ramp surfaces should be of a non-slip material. Surfaces that crumble, shift, or crack should be avoided.

(e) The maximum legal grade for ramps is 1 in 12.

(f) Signs or other items which protrude into walkways should have a minimum clearance of 2 m.

(g) Walkways should be illuminated for use after dark. A minimum of 5 foot candles at ground level is recommended.

(h) In order to gain access to a building, a handicapped person should not have to travel on the parking lot itself.

APPENDIX E

BICYCLE ROUTE DESIGN GUIDELINES

1. Classification

Bikeways will be classified according to the following three classifications.[1]

(a) Class I bikeways are designed for the exclusive use of bicycles and are completely separated from autombile and pedestrian traffic. Crossings with automobiles and pedestrians are kept to a minimum or are avoided through the use of over- and under-passes. By their nature, Class I bikeways will occur most often in open spaces, parks, highway rights-of-way, railway rights-of-way, river and canal banks and newly planned developments.

(b) Class II bikeways are adjacent to but separated from automobile and pedestrian traffic. Bicyclists are provided with a separate path that may be crossed by parking automobiles or automobiles turning out of driveways, and regularly crosses intersecting streets. Class II bikeways are segregated from automobile and pedestrian traffic with a physical barrier or by painted markings. They are usually one way.

(c) Class III bikeways are shared bikeways in which the bicycle occupies the same right-of-way as either automobile or pedestrian traffic. Signs designate the road or sidewalk as a bikeway, warning automobiles or pedestrians that cyclists should be expected.

2. Bikeway Design

(a) Bikeways should be hard surfaced wherever possible.

(b) Class I bikeways should be a minimum of 2 m wide to allow for two way traffic.

(c) Class II bikeways should be a minimum of 1.7 m wide to allow enough space for one cyclist to pass another.

(d) The minimum vertical clearance for bikeways should be 2.5 m. Regular maintenance checks should be made to keep vegetation pruned.

(e) The maximum grade of a bikeway should not exceed 5 percent except for very short distances.

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[1] Bruce L. Balshone, Paul L. Deering, and Brian D. McCarl. Bicycle Transport, Its Planning and Design (New York: Praeger Publishers, Inc. 1975), pp. 35-36.

(f) Alternative bikeway corridors should be evaluated in terms of possible bikeway class, safety, bicyclist convenience, access and directness of route, time required from planning to construction and overall cost.

(g) It is important to work out some continuous network or partial network of cycle routes if the full potential of bikeways is to be exploited.

3. Surface Markings

(a) All surface markings should be in white or yellow paint for the best visibility during day or night.

(b) Bikeway surface markings should be a minimum of 0.6 m^2.

(c) All surface markings should be laid horizontally across the bike path and centred in the designated bicycle right-of-way.

(d) In the case of Class III bikeways, markings should be stencilled at a distance of 20 cm from the curb so that the cyclist must remain next to the curb in order to read them.

(e) At approaches to intersections, stencils should be located at a distance of 15.5 m from the intersection so that the cyclist has adequate time to react.

(f) Across the intersection and at a distance of 7.5 m from the intersection a stencil should be placed to reassure the cyclist that he is on the correct route.

4. Signs

(a) Signs used to identify bikeways to cyclists and motorists should be of uniform size, shape, colour and design throughout the bike path network.

(b) Signs should not be placed on a bikeway itself, or in a location where they will interfere with cyclists, pedestrians or motorists.

(c) The minimum clearance of signs along bikeways should be 2.5 m.

(d) Hazardous spots along bikeways, such as steep hills, sharp curves, and intersections, should be well marked.

5. Publications and Promotion

(a) A detailed route map should be available to cyclists. The map should outline the route, public services available along the route such as rest areas, locations of pedestrian or motorist conflicts with the route, points of interest, and areas of hazard such as steep grades.

(b) For at least the first year of its existence, a bikeway should be publicized repeatedly in order to increase public awareness and usage of the route.

(c) Publicity alternatives include press releases, pictures of the route, sketches, spot announcements on the radio and TV, feature stories in the newspaper and the publication of a brochure.

(d) Brochures could be financed by ads on the back. Information publicizing the route and route maps can be distributed through the Chamber of Commerce, banks, tourism organizations, and bicycle and sports stores.

APPENDIX F

FORTY-NINTH STREET SEMI-PEDESTRIAN MALL AND FORTY-EIGHTH STREET ACTIVITY AREA DESIGN GUIDELINES AND RECOMMENDED ACTIONS

A. GENERAL PEDESTRIAN AREA CONSIDERATIONS

The design of pedestrian areas must consider the ways in which people will use the space and why they will be attracted to a pedestrian precinct.

1. People will want to use a pedestrian precinct as a place to walk if it has:

    (a) little or no vehicular traffic;

    (b) interesting, safe, smooth sidewalks with facilities for wheelchairs, prams, and kept clear of dirt, litter, ice, snow and puddles, etc;

    (c) attractive shade trees and shrubs;

    (d) easy and convenient access to other streets;

    (e) awnings or canopies providing weather protection;

    (f) flowers in window boxes and/or hanging flower baskets; and

    (g) pedestrian scale lighting.

2. People will want to use a pedestrian precinct as a place to congregate, rest, or have lunch if it has:

    (a) benches and/or multiple use modular street furniture;

    (b) other types of seating such as low walls, steps, fountain walls, etc.;

    (c) grass and/or landscaped berms;

    (d) plant material providing shade, wind protection, beauty and texture, colour, etc.;

    (e) art and/or sculpture which may incorporate other features such as a fountain for beauty, seating and play;

    (f) paved area which could incorporate a play area such as "hop scotch" or a giant checker/chess board;

    (g) games tables;

    (h) litter receptacles;

    (i) outdoor cafe area especially in a building setback area of an alley not required for emergency access;

(j) food vending stalls, carts or machines for beverages, fruit, popcorn or hotdogs;

(k) games, arcades, especially for teenagers;

(l) outdoor book and magazine stalls; and

(j) bicycle racks.

3. People will want to use a pedestrian precinct as a place to find out about current events, etc. if there are:

(a) information kiosks or billboards;

(b) adjacent offices for service organizations, merchant associations or the Leduc and District Chamber of Commerce;

(c) clock or time/temperature sign;

(d) newspaper stall or vending machines;

(e) public telephones;

(f) post boxes; and

(g) plaques or historic markers relating the history of Leduc and area.

4. People will want to use a pedestrian precinct as a place to shop if there are:

(a) interesting, well-lit, neat, store windows which encourage window shopping;

(b) attractive signage;

(c) attractive, safe, inviting doorways;

(d) outdoor stalls selling fruit, newspapers, magazines, books, plants, etc.;

(e) nearby parking; and

(f) washrooms with an outside entrance so that the inside entrance may be securely locked after business hours.

B. RECOMMENDED ACTIONS:
Forty-Ninth Street Semi-Pedestrian Mall (47th Avenue to 51st Avenue)

Construction of the semi-pedestrian mall should be phased with improvements initially occurring between 49th and 51st Avenues. Upon completion of the Alexandra Park redevelopment the feasibility of extending the mall south to 47th Avenue should be investigated.

1. Construct an extension of the widened sidewalk along the west side of 49th Street north of 50th Avenue.
2. Eliminate angle parking from the west side of 49th Street immediately north of 50th Avenue.
3. Maintain and protect the existing trees north of the Waldorf Hotel and at the northwest corner of 50th Avenue and 49th Street.
4. Plant trees in the widened sidewalk on the west side of 49th Street, beginning with 49th Avenue to 51st Avenue.
5. Maintain the existing rest area on the northwest corner of 50th Avenue and 49th Street but separate it from the street with a low hedge or combination wall and planter which will not obstruct drivers' visibility.
6. Add a litter receptacle to the rest area on the northwest corner of 50th Avenue and 49th Street.
7. Screen the parking lot behind the Waldorf Hotel with a hedge and/or fence.
8. Create behind the Post Office and the Waldorf Hotel, a well-lighted walkway separated from the parking lot and connecting 48th and 49th Streets, with a connection to 50th Avenue through the existing walkway between the Waldorf Hotel and Korbyl's Jewelry Store.
9. Encourage the cleaning and upgrading of the adjacent buildings and the provision of rear entrances.
10. Restrict traffic flow along 49th Street between 49th and 50th Avenues to one way north bound.
11. Extend the sidewalk along the west side of 49th Street between 49th and 50th Avenues to a minimum width of approximately four (4) metres. The remaining paved roadway width of approximately eleven (11) metres should include a single travelling lane of approximately four (4) metres and along the west side of the roadway angle parking stalls of seven (7) metres in depth. The remaining street right-of-way width of approximately three (3) metres should be devoted to a sidewalk, with trees along the east side of the roadway.

12. Install patterned and coloured paving as part of the sidewalk extensions and building setbacks, pedestrian alcoves and public walkways in order to create a cohesive and readily identifiable 49th Street pedestrian environment. Minor variations in paving material, type, texture and patterns should be permitted as part of private development's street level open space to complement new development.

13. Remove overhead utility lines and unnecessary poles and signs.

14. Retain existing trees wherever possible and initiate a street planting program with trees spaced 3 to 10 metres apart, depending on the species, and placed in such a manner so as not to interfere with driveways, emergency access routes, fire hydrants, and roadway sight lines. Above ground tree planters should be used only where the location of underground utilities prevents tree planting.

15. Create a landscaped (linear) vista effect between Alexandra Park and 50th Avenue, with groupings of trees and shrubs highlighting major new commercial developments.

16. Screen the Beaver Lumber parking lot with a hedge, fence, or planter with the entrance to the parking lot from 49th Street and the exit onto 49th Avenue.

17. Investigate the feasibility of closing lanes entering onto 49th Street.

18. Install information kiosks along 49th Street near 50th Avenue and arrange that nearby businesses or the Leduc and District Chamber of Commerce maintain the kiosks.

19. Install bicycle racks along 49th Street, particularly in conjunction with new developments and businesses frequented by young adults.

20. Encourage existing businesses and new development adjacent to the 49th Street mall to provide pedestrian weather protection.

Forty-Eighth Street Activity Area

1. Close 48th Street north of 50th Avenue to vehicular traffic except emergency vehicles which require a minimum width of access of approximately six (6) metres.

2. Repave the street area with brick or some other interesting paving material.

3. Provide seating along the existing sidewalks by extending the sidewalks where necessary to allow sufficient room for pedestrian traffic, planters and litter receptacles.

4. Provide pedestrian scale lighting and bicycle racks at each end of the street.

5. Install planters with evergreens and colourful shrubs.

6. Permit parallel parking along the south side of 51st Avenue and create a public parking lot east of the Wildrose Building.

7. Install colourful banners perhaps incorporating the Town's "Black Gold" theme.

8. Brighten the appearance of existing buildings with colourful signing.

9. Remove overhead utilities.

10. Construct a sidewalk along the south side of 51st Avenue between 49th and 47th Streets.

11. Encourage existing and new commercial buildings to provide weather protection in the form of colourful awnings and/or canopies.

12. Encourage existing and new commercial buildings to provide customer entrances near parking lots and walkways.

13. Encourage, through the Leduc and District Chamber of Commerce and community groups, the summer use of the area for ethnic shows, concerts, arts and crafts display, farmers' markets, etc.

14. During winter months use a part of the street area for an outdoor skating rink and the remainder of the street for short-term parking.

15. During the summer, convert the laneway between the Cash Store and Ken's Furniture into a food vending area with suitable paving, lighting, litter receptacles, benches, etc.

C. PEDESTRIAN AREA IMPLEMENTATION SUGGESTIONS

1. The Town's engineer should be responsible for the improvements to and maintenance of public areas, such as streets, sidewalks, alleys, walkways, and parking lots.
2. The Town's planner should be responsible for regulating new construction and signage through bylaws, development agreements and discussions with prospective developers.
3. Local businesses must be responsible for upgrading and maintaining building facades, signs, awnings/canopies, window displays and any leased public land such as areas used for outdoor cafes or kiosks.
4. Service and business organizations should contribute to items of street furniture and landscaping.
5. The Town's bylaw enforcement officer should be responsible for enforcement of parking restrictions.
6. The Town should be responsible for improved street and pedestrian lighting and may seek agreements with landowners for the latter to provide pedestrian lighting attached to individual buildings.
7. The Town should be primarily responsible for maintenance of landscaping and street furnishings on public property and large scale purchasing of items such as street furniture items, and trees and shrubs; however, the Town may seek agreements with the business community to maintain and/or replace facilities.
8. The Town and the Leduc and District Chamber of Commerce should encourage local artists and craftsmen to design and fabricate banners, art displays and sculpture, and perhaps street furnishings.
9. The Town's manager will be responsible for leasing public space including sidewalks and alleys for outdoor use.

APPENDIX G

BUILDING DESIGN GUIDELINES

DEFINITIONS

AMENITY AREA -
is required space provided for active or passive recreation and enjoyment and which may be for private or commercial use and is owned individually or in common.

BLANK WALLS -
are exterior walls containing no windows, doors or other similar openings.

BUILT FORM -
refers to the architectural design or massing of a building in terms of its internal and external arrangements of open space, and scale relative to surrounding buildings and streets.

PERSONAL RECREATION SPACE -
is recreation space within or outside a building, which is located adjacent to and directly accessible from a dwelling unit, is provided for the exclusive use of the occupants of the dwelling unit, and includes a private patio, courtyard, garden, terrace, balcony, enclosed balcony or sun room.

SEPARATION SPACE -
is open space around dwellings separating them from adjacent buildings or activities, and providing daylight, ventilation, and privacy. Separation space is not a yard.

SETBACK -
is the distance that a development or a specified portion of it, must be set back from a property line. A setback is not a yard, amenity space or separation space.

SHARED RECREATION SPACE -
is recreation space provided within or outside a building for the use of the residents of such building for recreational or social purposes, and includes a landscaped area, a garden, a terrace, an outdoor swimming pool, and indoor games or play area, a tot lot, a covered sitting area, an indoor swimming pool, a racquetball court, a sauna, a shower and change room, an exercise room, a lobby, a workshop, and a lounge or a meeting room.

STREETSCAPE -
consists of all landscape and street furniture elements along all streets and lanes.

GENERAL GUIDELINES FOR ALL FUNCTIONAL AREAS

The following general guidelines are provided to assist the development officer when reviewing development proposals.

1. Building Form - Sidewalk Level Development

1. Sidewalks should be lined with a variety of stores each of which has at least one at-grade access from the public sidewalk or, in the case of larger stores, a number of at-grade access points to provide convenient access, pedestrian interest and continuity of shopping opportunities.

2. Stores should not be separated from the pedestrian flow by excessive setbacks or grade differential.

3. Colonnades, awnings, and other forms of weather protection should be provided to protect the pedestrian from adverse weather conditions. These should be continuous and of sufficient dimensions to be effective.

4. The forms of weather protection should be selected and placed to minimize their intrusion into any view planes.

5. Open plazas and seating areas should be surrounded by a variety of shops and other appropriate retail uses, such as outdoor cafes.

6. Building walls fronting onto sidewalks should be transparent, to maximize visual penetration.

7. Where the use of a blank wall adjacent to a sidewalk is unavoidable, display cases for merchandise, artwork, or community information, should be provided; or intricate surface treatment and materials, or sculptural relief should be employed to maximize visual interest.

8. Plant materials such as trees or vines should be used to relieve blank walls.

9. Parking lot and garage entrances should appear non-obstructive, and avoid crossing sidewalks accommodating large volumes of pedestrian traffic.

10. At-grade air-conditioning and heating units for all buildings should be located at least 15 metres from any public area or sidewalk, be adequately and attractively screened, and be located to deflect noise and exhaust.

2. Paving

To create a more interesting and attractive pedestrian environment with paving materials in a variety of colours, textures and patterns.

1. Uniform co-ordinated paving materials should be used to differentiate and reinforce distinctive pedestrian areas.

2. The type, colour, texture and pattern of materials chosen for sidewalk paving should complement materials of the adjacent buildings, and should extend between the roadside curb and the building face, or into or across any open space, plaza or pedestrian mall.

3. Exterior Finishes

1. Exterior finishes including facing materials, textures and colours should be to the satisfaction of the development officer possibly operating with the assistance of an advisory committee.

4. Building Form

1. Buildings taller than 10 m should be designed as a podium plus tower composition or as a variation thereof.

2. The architectural design of the low rise portion should, if applicable and desirable, complement the materials, scale, textures, proportions, patterns, colours, window rhythms, and detail of its neighbouring structures, to create a co-ordinated streetscape which is a well-designed composition of varied architectural forms.

3. The design of the podium should avoid any blank walls.

4. The high-rise or tower portion of the building should be set back at least 10 m from the building line in order that the podium is able to deflect winds from the sidewalk and to allow sufficient sunlight to reach the street.

5. Creative design and siting solutions should be encouraged to avoid the monotony of rectangular towers facing parallel to the grid pattern of the street.

6. All facades of each building should incorporate the same design including rear and side facades, and side facades extending above or beyond those of an adjacent building.

5. **Spaces Between Buildings**

   1. Spaces less than 3 m generally will be considered unusable and access to the space should be blocked from the street with screening, display cases for merchandise, artwork, or community information, etc.

   2. Spaces greater than 3 m should be used for walkway connections, mini parks, parking, bicycle parking, vending kiosks, etc.

   3. Development of the spaces should complement the adjacent buildings or theme of the area.

6. **Building Improvements or Renovations**

   1. Exterior renovations should encompass the entire facade including the upper storeys.

   2. All guidelines other than those dealing specifically with structure or form, should apply to improvements and renovations.

7. **Signs**

   1. Signage should not detract from building design nor obliterate building design.

   2. Signs should be complementary to the adjacent building.

   3. Signs should harmonize with theme areas.

8. **Micro-Climate**

   1. Buildings, pedestrian mall, public open spaces and walkway should be designed to minimize the effects of wind-tunnelling; rain, snow and dust; overshadowing by adjacent structures and traffic noise.

9. **Maintenance**

   1. The entire site of all buildings shall be maintained in a neat, tidy manner including the trimming and upkeep of landscaped areas, painting and maintenance of the buildings and the removal of debris and unsightly objects.

10. Parking

1. Businesses with customer parking at the rear should provide an attractive, convenient and visible rear building entrance.
2. Development adjacent to parking lots should consider incorporating pedestrian entrances from the parking areas both at and above grade.

11. Utilities

1. All developments should be served by underground telephone and electrical systems.

12. Building Height

1. Maximum height should not exceed the maximum height of a district abutting the site upon which the building is to be located, according to the existing Land Use Bylaw.
2. In districts with no maximum height regulations, the height restrictions of R-1 Residential will be assumed to apply [i.e. 10 m (32.9 ft.)].

13. Amenities

In order to ensure that basic amenities are provided for residential development in the central area, the following minimum requirements are suggested.

1. Amenity areas (personal and shared recreation space) shall be provided in residential buildings or in the residential component of mixed use buildings in the amount of not less than 6 m^2 for bachelor units and 7.5 m^2 for units with one or more bedrooms.
2. Where personal recreation space is provided, it shall not be less than 4 m^2 for bachelor units and 5.5 m^2 for units with one bedroom or more.
3. No personal recreation space shall have a dimension of less than 2 m in depth.
4. Where family dwellings are provided with direct access to grade or artificial grade, a minimum private outdoor amenity area shall be provided in the amount of not less than 15 square metres.

14. Separation Space

The separation space requirements are based on the objectives of ensuring adequate light, view, and privacy for residential windows, and at the same time allowing maximum flexibility in design. The regulations apply to mixed use developments, commercial districts abutting residential districts, and commercial development adjacent to residential developments.

Separation space shall be contained fully within the site of the proposed development.

Separation space shall be provided according to the following:

1. A Principal Living Room Window shall have a minimum horizontal separation space of 7.5 m (24.6 ft) or half the height of the building wall, whichever is greater, to a maximum of 10 m (32.8 ft.). This may be reduced to 4.5 m (14.8 ft.) where the window faces a public roadway other than a lane, or walkway, or on-site parking or circulation space.

2. A Habitable Room Window (bedroom, kitchen, dining room, family room) shall have a minimum horizontal separation space of 5 m (16.4 ft.) or half the height of the building wall, whichever is greater, to a maximum of 7.5 m (24.6 ft.). This may be reduced to 3 m (9.8 ft.) in a wall of two storeys or less where the window faces a blank wall, or where it faces a public roadway, other than a lane, or walkway, or on-site parking or circulation space.

3. A Non-Habitable Room Window (bathroom, entry way, corridor, storage areas), an entrance, or a blank wall shall have a minimum horizontal separation space of 1.2 m (3.9 ft.), plus 0.3 m (1 ft.) for each storey above the first, to a maximum of 3 m (9.8 ft.).

4. Where two dwellings face each other on the same site, the minimum required distance between the two dwellings facing each other shall not overlap, and shall be equal to the sum of the minimum separation spaces calculated separately for the opposing windows or openings.

5. The separation space shall be free of buildings, walkways, roadways, communal parking areas, and any communal amenity area.

6. The minimum required separation space in front of any window, opening, or blank wall shall be measured horizontally from and at a right angle to the exterior wall of the room in which the opening or window is located, along the full length and height at the residential portion of the wall.

7. A required separation space may be provided wholly or partly within a required yard but shall conform to the requirements of Clause 5 above.

8. No portion of any required yard, amenity area, private outdoor amenity area, separation space or setback shall be provided by an adjacent site.

15. Screening

1. A parking lot having eight or more parking spaces and which is visible from an adjoining site in a residential or commercial district, or from a public roadway or from a public open space shall be screened.

2. A trash collection area, an open storage area, or an outdoor service area, including any loading, unloading, and vehicular services area, which is visible from an adjoining site in a residential or commercial district, or from a public roadway or public open space shall be screened.

3. The location, length, and height of such a screen shall be provided and maintained in conjunction with a change in grade, or other natural or manmade features, to provide effective screening from the ground to a height of 1.85 m (6.1 ft.).

4. A screen shall consist of a masonry wall, wood fence, earth berm, landscaping or a combination thereof and be designed to complement the adjoining buildings and streetscape design.

16. Building Setback

1. The minimum front yard, side yard and rear yard setbacks should not be less than the minimum setback required for a district abutting the site upon which the building is to be located, according to the existing Land Use Bylaw.

2. For a district with unspecified setbacks the minimum will be assumed to be equal to that of R-1 Residential.

FUNCTIONAL AREA GUIDELINES

Functional Area 1

1. At least 75% of the space fronting streets at sidewalk level will be provided for retail, restaurant and entertainment uses.

2. Not less than 25% of the space fronting streets at sidewalk level will be used for entrance lobbies.

3. All buildings shall provide a continuous setback of 3 metres from the fronting street and/or avenue.

4. All developments shall have at least 50% at their frontage built to the setback line to a maximum height of 10 metres after which an upper storey setback of 10 metres shall be provided.

5. A canopy, at least 2 metres wide, shall be provided 4 metres or one storey above the sidewalk level.

6. Not more than 25% of the ground level frontage shall be blank wall (i.e. at least 75% shall be clear glass exposing the building interior).

7. Retail uses at sidewalk levels shall have direct access to the sidewalk at points no more than 15 metres apart.

8. Ingress to and egress from parking areas shall be, wherever possible, from the rear lanes.

9. Access to truck loading and service areas shall also be from the rear lanes.

10. No direct vehicle access to parking areas from designated pedestrian streets (50th Avenue).

11. Parking structures along 50th Avenue should incorporate commercial uses along the street fronts.

12. A village architectural style should be considered, perhaps using the Town's black gold theme, and incorporated into the 50th Avenue developments.

Functional Areas 2 and 3

1. The front yard should be a minimum of 7.5 m. (24.9 ft.) except in the case of motels and motor hotels, in which case a greater setback may be required at the discretion of the Development Officer.

2. Encourage pedestrian visibility and access to Reynar Park from 50th Avenue and provide a walkway to connect the Park with 50th avenue.

3. A unified architectural design should be encouraged between existing and proposed developments.

Functional Area 4

1. Access to buildings from the sidewalk should be from 47th Street.

Functional Area 5

1. At least 75% of the space fronting streets at sidewalk level will be provided for retail, restaurant and entertainment uses.
2. Not less than 25% of the space fronting streets at sidewalk level will be used for entrance lobbies.
3. All buildings shall provide a continuous setback of 3 metres from the fronting street and/or avenue.
4. All developments shall have at least 50% at their frontage built to the setback line to a maximum height of 10 metres after which an upper storey setback of 10 metres shall be provided.
5. A canopy, at least 2 metres wide, shall be provided 4 metres or one storey above the sidewalk level.
6. Not more than 25% of the ground level frontage shall be blank wall (i.e. at least 75% shall be clean glass exposing the building interior).
7. Retail uses at sidewalk levels shall have direct access to the sidewalk at points no more than 15 metres apart.
8. Ingress to and egress from parking areas shall be, wherever possible, from the rear lanes.
9. Access to truck loading and service areas shall also be from the rear lanes.
10. No direct vehicle access to parking areas from designated pedestrian streets (49th Avenue).
11. 49th Street should be encouraged as a semi-mall pedestrian street.
12. Streetscape elements should emphasize the pedestrian orientation.
13. Pedestrian access to the buildings should be from 49th Avenue.

APPENDIX H

SIGN DESIGN GUIDELINES

The purpose of this appendix is to describe recommended sign regulations for the central area of Leduc.

The proposed sign regulations are based upon a review of the existing land use bylaw and incorporate where appropriate, provisions of that bylaw. The proposed area specific regulations of this appendix pertain to the functional areas previously described in the plan. The functional areas do not coincide with existing land use bylaw districts.

A major purpose of sign regulation is to ensure that signs are compatible with their surroundings. Sign regulations may restrict the size, height, projection, lighting, and movement of each sign, according to the location of the sign.

Sign regulations for commercial areas tend to allow progressively larger numbers and sizes of signs as the districts increase in density and size.

The following factors were considered when developing sign regulations for the central area.

Firstly, the location of the intended viewer is important. A pedestrian on the sidewalk moves more slowly and is able to take in more than a person in a moving car. Thus, the size of print and the amount of information which can be relayed on a single sign will vary considerably.

The second consideration concerns the number of signs and the size of the signs that can be located in an area and also maintain visibility and legibility.

The third factor relates to the point at which the number of configuration of signs begins to negatively affect the appearance of the area.

The Town's administrator, business community and sign industry should review the proposed sign regulations prior to the Town initiating bylaw amendments.

PART I - MEANINGS AND PERMITS

SECTION 1 MEANINGS

SIGN -
means an object or device intended for the purpose of advertising or calling attention to any person, matter, thing or event.

SIGN, CANOPY -
means a sign which is part of or attached to the outside edge of a canopy.

SIGN, FREESTANDING -
means a sign supported by one or more uprights, braces or pylons and which stands independently of buildings.

SIGN, OFF-SITE -
means a sign that advertises goods, products, services or facilities or directs persons to a different location from where the sign is located. Such a sign is not located on the site of the goods, products, services or facilities advertised.

SIGN, PROJECTING -
means a sign which is affixed to any building or part thereof and extends beyond the building wall or parts thereof by more than 0.3 m. This does not include a sign attached to the ground.

SIGN, ROOF -
means any sign erected upon, against or directly above a roof or on top or above the parapet wall of a building.

SIGN, UNDER-CANOPY -
means a sign which is attached to the bottom face of a canopy.

SIGN, WALL -
means a sign attached to or placed flat against the exterior wall or surface of any building, no portion of which projects more than 0.3 m from the wall, but which may or may not project above the roof or parapet.

SECTION 2 DEVELOPMENT PERMITS

1. Except as provided in Subsection 2 no person shall commence any development unless he has been issued a development permit in respect thereof.

2. A development permit is not required for signs of the type described as follows:

   (a) the erection or placement of one construction sign per street frontage, the sole purpose of which is incidental to the erection of a building for which a development permit has been granted, provided the construction sign is removed within thirty days of substantial completion or as determined by the Development Officer and does not exceed 1.5 m^2 in a residential land use district or 3.5 m^2 in a non-residential land use district;

   (b) the erection of campaign signs for federal, provincial, municipal or school board elections on private properties for no more than thirty days, or such other time as regulated under provincial or federal legislation provided that:

      (i) such signs are removed within one day of election date;

      (ii) the consent of the property owner or occupant is obtained;

      (iii) such signs are not within or over the public right-of-way and do not obstruct or impair vision or traffic;

      (iv) such signs are not attached to fences, trees or utility poles, and

      (v) such signs indicate the name and address of the sponsor and the person responsible for removal.

   (c) one sign on internal lots, or two signs on corner lots advertising a residential property for sale or rent may be displayed on the property to which it pertains during the time the property is being offered for sale, and shall be removed within one day after the sale or rental agreement has been entered into. Such signs may not be illuminated, shall be a maximum of 0.6 m^2 and shall be placed or erected no closer than 3 m to a public right-of-way;

   (d) signs in commercial developments provided they are inside the window or inside the building;

   (e) direction or instructional signs not exceeding 0.1 m^2 provided such signs are located on the property to which they pertain and contain no advertising of any sort;

(f) special event displays provided such signs are displayed for a period of not more than 10 days within a six month period;

(g) one identification sign for each single family dwelling unit, indicating the name of the occupant and/or the address, not to exceed 0.6 m^2 maximum;

(h) one identification sign for each multiple family or boarding house not to exceed 1.0 m^2 in area;

(i) signs warning the public of danger but containing no advertising;

(j) signs containing the name of the building and the date of erection or the like which are architecturally integrated into the design of the building;

(k) flags, emblems, insignia of corporations, government jurisdictions; religious, charitable, public and non-profit organization; and

(l) one sign of not more than 2.0 m^2 in area on the parcel occupied by a place of worship, public institution or school provided such a sign is not located closer than 1.5 m to any property line.

PART II - SIGN REGULATIONS

SECTION 3 SIGNS, GENERAL REGULATIONS

1. The following signs are prohibited:

   (a) "A" frame or sandwich board sidewalk or curb signs.

   (b) Swinging signs.

   (c) Banners, pennants, search lights, twirling signs, balloons, or other gas filled fixtures except as permitted by Section 2 (2)(f).

   (d) Flags except as permitted by Section 2 (2)(k).

   (e) Signs of a miscellaneous character tacked, pasted or otherwise affixed to the walls of buildings, barns, sheds, on trees, poles, posts, fences, or other structure, if visible from a public way, except as otherwise specifically permitted by this bylaw.

   (f) Any sign or advertising device attached to any vehicle or trailer on a public right-of-way or public property so as to be visible for the purpose of providing advertisement of products or directing people to a business or activity located on the same or nearby property or any other premises.

   (g) Signs that advertise an activity, business, product or service no longer conducted or available on the premise on which the sign is located or at the location to which the sign refers.

   (h) Portable or wheeled signs.

   (i) Signs containing statements, words, or pictures of an obscene, pornographic, immoral character, or which contain advertising matter which is untruthful.

   (j) Signs which purport to be, or are an imitation of, or resemble an official traffic sign or signal, or which bear the words "Stop", "Go Slow", "Caution", "Danger", "Warning", or other similar words.

   (k) Signs which by reason of their size, location, movement, content, colouring or manner of illumination may be confused with a traffic control sign, signal or device, or the light of an emergency or road equipment vehicle, or which hide from view any traffic or street sign or signal or device.

2. The Development Officer may require the removal of any sign which in his opinion is unsightly, or is in such a state of disrepair as to constitute a hazard.

3. Minimum yard requirements shall be observed for any sign located on a parcel and, at the discretion of the Development Officer, the sign shall not be further than 30 m from the principal building. No sign shall be of such size or design as to, in the opinion of the Development Officer, obstruct the vision of persons using roads abutting the parcel.

4. No sign shall be erected which would be in view of the public from public or private property except where a permit specifying permitted locations has been granted, or where a permit for such a sign is not required pursuant to this bylaw.

5. Quality, aesthetic character and finishing of sign construction shall be to the satisfaction of the Development Officer.

6. Except as otherwise specified in this bylaw, the maximum area of any sign shall be 35 m^2.

7. Where, in the opinion of the Development Officer, a proposed sign in a commercial or industrial district might be objectionable to a resident in an adjacent residential district, the Development Officer may impose such other regulations as he feels would protect the interests of residents.

8. Flashing, animated or interiorly illuminated signs shall not be permitted in developments where in the opinion of the Development Officer they might:

   (a) affect residents in adjacent housing, or residential district, or

   (b) interfere with the interpretation of traffic signs or controls.

9. Public information signs may be permitted at the discretion of the Development Officer in commercial or industrial districts only, provided that the other regulations of this bylaw apply.

10. Temporary signs may be permitted by the Development Officer on the condition that:

    (a) a permit for such a sign is effective for a maximum of 90 days, and

    (b) such a sign is to a standard satisfactory to the Development Officer.

SECTION 4 FREESTANDING SIGNS

1. The minimum clearance of a freestanding sign shall be 3.0 m above grade.

2. No freestanding sign shall exceed in height the distance measured from the centre of the adjoining public right-of-way to the portion of the sign nearest to the public right-of-way or the height specified for individual districts, whichever is the lesser.

3. One freestanding sign shall be allowed per site with at least 15 m of frontage, except

   (a) where a site has in excess of 90 m frontage, one additional freestanding sign may be erected for each additional 90 m or portion thereof of street frontage abutting the developed portion of the said parcel, or

   (b) where a site is considered to be double fronting by the Development Officer, each frontage may have freestanding signs provided that the signs are no closer than 90 m apart.

4. A rotating freestanding sign is only permitted where it substitutes for two freestanding signs.

5. Freestanding signs may rotate at no more than six revolutions per minute.

6. The total area of all freestanding signs on each site shall not exceed 0.3 m^2 in area for each metre of site frontage to the maximum specified for the individual district.

SECTION 5 PROJECTING SIGNS

1. Projections signs shall have a minimum clearance of 3.0 m.

2. Projecting signs may project no more than 0.25 m for each metre of frontage from the proposed projecting sign location to the nearest flanking property line.

3. The absolute limits of projection shall be 3 m from the property line and 0.6 m back from the existing or proposed curb.

4. No projecting sign may rise more than 15 cm above the top of a roof line or should even with a parapet, whichever is the lesser.

5. All projecting signs shall be installed in such a manner that there shall be no visible angle iron sign support structures above a roof, building face or wall.

6. No private sign shall project over public property or across title boundaries unless permission in writing has been granted as a condition of a development permit issued.

7. The total area of all projecting signs on each site shall not exceed 0.3 m^2 for each metre of building frontage to the maximum specified for the individual district.

SECTION 6 ROOF SIGNS

1. In districts where roof signs are permitted, they must be manufactured in such a way that they appear as an architectural feature or as a penthouse, and shall be finished in such a manner that the visual appearance from all sides makes them appear to be part of the building itself.

2. No supporting structure shall be visible to the public unless finished in an aesthetically pleasing manner to the discretion of the Development Officer.

3. Roof signs shall be set back at least 1 m from the edge of the building.

4. Roof signs shall not interfere with the doors or windows of the adjacent building nor inhibit firefighting.

5. Roof signs shall not exceed 3 m in height.

6. Roof signs shall not be permitted in residential areas or within 20 metres of residential buildings.

7. The method of illuminating roof signs shall not interfere with adjacent land uses.

8. Roof signs shall not rotate or flash.

9. The total area of all roof signs on each site shall not exceed 1 m^2 for each metre of building frontage to the maximum specified for the individual district whichever is the lesser.

SECTION 7 WALL SIGNS

1. No wall sign shall project over public property or beyond a building line more than 0.3 metres.

2. For wall signs, permitted background area is the total area between the lintel bar and the floor level of the floor above on a multi-storied building.

3. In all cases, sign areas refer to the area of copy rather than the area of background (see definitions).

4. Notwithstanding other regulations in this bylaw:

   (a) Where an advertiser has no freestanding, roof, or projecting sign on the same premises, 45 percent of the wall sign or permitted background area may be used for the area of copy.

(b) Where an advertiser has a freestanding but no roof or projecting sign on the same premises, 30 percent of the wall sign or permitted background area may be used for the area of copy.

(c) Where an advertiser has a projecting or roof sign but no freestanding sign on the same premises, 15 percent of the wall sign or permitted background area may be used for the area of copy.

5. Buildings fronting on more than one public right-of-way may not combine permissible signs for one frontage with another frontage for the purposes of placing the combined area or types of signs on one frontage.

6. Any identification wall signs with non-illuminated letters up to but not exceeding 7.5 cm in height or 0.4 m^2 in area are not restricted and may be permitted in addition to regulated signs.

7. The total area of all wall signs on each site shall not exceed 0.5 m^2 for each metre of building frontage to the maximum specified for the district whichever is the lesser.

SECTION 8 CANOPY AND UNDER-CANOPY SIGNS

1. Canopy signs may be attached to, placed on, or constructed in a marquee.

2. Canopy signs must not extend beyond the edges of the canopy.

3. Under-canopy signs shall be mounted at a right angle to the building face.

4. Signs constructed in a marquee and projecting over a public sidewalk shall not be installed at a height less than 3.0 m above grade or closer than 0.6 m to the curb edge.

5. Each tenant will be permitted one under-canopy sign of no more than 0.5 m for each business entrance.

6. The total area of all canopy signs on each site shall not exceed 0.5 m^2 for each metre of building frontage to the maximum specified for the district whichever is the lesser.

SECTION 9 OFF-SITE SIGNS

Notwithstanding other regulations in this bylaw and at the discretion of the Development Officer, off-site signs may be erected on ground, roof or wall locations in commercial or industrial district (but in no case shall be allowed in residential districts) subject to the following conditions:

(a) On the same street and facing the same traffic flow signs shall not be placed closer together than 90 m. Double face signs shall be considered to face both directions of flow.

(b) The maximum size of the sign face shall be at the discretion of the Development Officer but not exceed 28 m^2.

(c) Where the back of the sign is visible it shall be suitably painted or otherwise covered to present a neat and clean appearance. Angle iron shall not be open to public view unless finished in an aesthetically pleasing manner to the satisfaction of the Development Officer.

(d) The area around sign structures shall be kept clean. All vegetation shall be cleared away to a distance of at least 1.5 m to the rear and sides of the structures and the front property line; and if on a corner site to both property lines.

(e) No part of the sign shall be closer to any street line than the front line of the nearest building within 30 m of it except where a sign is located between two buildings that are within 30 m of the said sign, in which case no part shall be closer to any street line that a line drawn from the nearest front corner of the two buildings.

(f) No part of any sign that is highway oriented and within 200 m of the edge of the pavement shall be more than 7.5 m above the grade of the highway or 15 m above the grade of the site of the sign, whichever is the highest.

(g) Off-site signs shall not be erected within 20 m of any residential area nor positioned so that they will interfere with adjacent residential areas.

SECTION 11 MAXIMUM SIGN SIZES BY FUNCTIONAL AREAS

SIZE TYPE		FUNCTIONAL AREA #1	FUNCTIONAL AREAS #2, 3, 5	FUNCTIONAL AREAS #4, 6, 7
FREESTANDING	Maximum Height	6.0 m	10.0 m	8.0 m
	Maximum Area	5.0 m^2	20.0 m^2	7.5 m^2
PROJECTING	Maximum Area	5.0 m^2	20.0 m^2	5.0 m^2
ROOF	Maximum Area	15.0 m^2	35.0 m^2	25.0 m^2
WALL	Maximum Area	7.5 m^2	35.0 m^2	15.0 m^2
CANOPY	Maximum Area	7.5 m^2	35.0 m^2	15.0 m^2
TOTAL MAXIMUM SIGN AREA (m^2 per m of site frontage)		.75	1.25	1.00

APPENDIX I

STREET TREES - SITE ANALYSIS, TREE SELECTION GUIDELINES AND SUGGESTED SPECIES

A. SITE ANALYSIS[1]

Before any planting occurs, the following guidelines should be used to analyse the planting site and to select plants:

(1) prior use of space and condition of natural vegetation, if any;

(2) soil characteristics;

(3) drainage;

(4) available space, especially when the plant reaches maturity in terms of height and spread;

(5) plant selection, particularly with regard to winter hardiness, size, form and intended use;

(6) air pollution;

(7) prevailing air movement, particularly with respect to dessicating winds;

(8) exposure or orientation of the site and proximity to buildings and other structures;

(9) availability of utilities, especially with respect to plant maintenance;

(10) security lighting, as it may affect plant growth;

(11) special requirements and handling of space, with respect to the traffic pattern in the area, curbings, fences, screens, walls, garden ornaments and pools;

(12) planting effect and avoidance of overplanting;

(13) recycling plants, depending on life expectancy and future use of area; and

(14) equipment access for installation and regular upkeep.

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[1] Berk, Emanual; Downtown Improvement Manual, Chicago: American Society of Planning Officials, 1976.

B. TREE SELECTION GUIDELINES

Preferred Characteristics

- fast-growing
- relatively long-lived
- winter-hardy
- not subject to pests or diseases
- no pollen production or other annoying "habits"
- resistant to damage from noxious odours, smoke, etc.
- good form or growth habit
- good shade
- root system not likely to interfere with underground utility installation
- relatively easy to maintain:
    1. requiring little or no pruning
    2. responding well to pruning
    3. not weak-wooded or having weak crotches
    4. not easily wind-thrown
    5. not "shedding", self-pruning or seed scattering
    6. relatively tolerant of dry conditions

Year-Round Interest

Plant material should be in terms of its year-round effect, as well as other factors - some plants have interesting seasonal effect, for example:

- evergreens provide year- round colour and can be very effective against a snowy background,
- some trees and shrubs (e.g Red Osier Dogwood, Coral Dogwood, Birch, Amur Maple) have colourful bark that is particularly effective,
- some trees and shrubs have an interesting form or branch character that naturally (or with pruning) shows up effectively when the foliage is gone, and

- some trees and shrubs (such as the America Mountain Ash) retain brightly coloured berries throughout the winter.

Plant material should be massed where possible to give year-round effect and change (this is not really applicable to street trees), for example:

- spring flowering plants with summer flowering plants,

- brilliant autumn colours against dark evergreens,

- bright-red barked shrubs against evergreens, and

- low dark evergreen shrubs against bright green deciduous trees.

Landscaping and adjacent buildings including their signs and street furnishings should be mutually complementary;

Regular maintenance must be undertaken for landscaping to remain effective. For example, flowerbeds should be cleaned, trees and shrubs pruned, leaves raked, grass cut, litter removed, and street furniture repaired.

Placement

- in groups with street furniture

- along major roads, especially where a "vista" effect can be created

- spacing of street trees depends on:

    1. the mature form and height of the tree

    2. the type of effect desired e.g. a long, vista effect; accent points along a shopping street; the location of street furniture groupings; screening, etc.

    3. the location of doors; windows; signs; fire hydrants and other necessary street furniture; driveways; utility lines, poles and underground installations, loading zones, emergency access routes; transit zones, etc.

- in the ground, with 0.75 m to 1.0 m from the centreline of the tree to the curb face;

- in planters, with a minimum of 0.5 m between the street side of the planter and the curb face;

- at intersections, behind an imaginary line extending from the building line to the street or 7.5 m back from the corner, whichever is less;

- at traffic intersections, tree trunks should be arranged to allow the driver of a vehicle a 23 m view in both directions;
- at driveway exits, street trees should be located far enough from the driveway to allow a driver to see at least 15 m in both directions before entering the street;
- in ground planting must be a minimum of 1 m from any utility;
- plant only small trees within 15 m of an overhead line (this has been suggested for Edmonton plantings, but large trees and utility lines/poles can be compatible - in fact the former can hide the latter); and
- suggested spacing for large trees is from 3m to 9 m - a maximum of 6 m is recommended.

Other Specifications

- successful city tree planting requires that:
    1. trees be large enough to give immediate shade
    2. trees be spaced closely together, and
    3. there be enough trees to create visual harmony.
- street trees and shrubs should complement adjacent buildings, in terms of tree size, form, colour, texture of foliage, etc. - in general, large trees are preferred as street trees;
- trees planted in the ground should be pruned to a minimum of 2.0 m from grade in pedestrian areas and - 4.5 m if vehicular traffic must be accommodated;
- all trees must be supported with guy wires and posts (whether in the ground or in planters) until they are established and strong enough to support themselves;
- the opening around a tree planted in the ground should be covered with a grid and should provide a smooth safe walking surface; they can also be decorative;
- street trees, wherever possible, should be spaced closely enough for their branches to mingle when they reach mature height;
- street trees, wherever possible, should eventually form a canopy over the street and sidewalk;
- in general, street trees in the central area should be of one species;

- planters should be used only when ground planting is unfeasible (e.g. where underground utility installations may be a factor);
- advantages of planters:
  1. take up more space on the sidewalk than ground trees;
  2. can be a hazard or obstruction, both to pedestrian and vehicular traffic;
  3. restrict the growth of trees;
  4. can add to the visual "clutter"; and
  5. may be used as litter receptacles.
- any planting program must consider future maintenance and/or replacement costs and services.

D. SUGGESTED SPECIES

Street Trees

Deciduous trees are generally preferred, rather than conifers, for street planting, because:

(1) they grow (or can be pruned) to allow good visibility for vehicular traffic;

(2) they grow (or can be pruned) to allow pedestrians to pass freely underneath;

(3) they can eventually form a pleasing canopy over the street and sidewalk;

(4) they cast shadows over a wider area than most conifers;

(5) they generally create less intense shadows than conifers; there is less of a black/white flickering effect for drivers;

(6) they are less likely to collect litter at the base;

(7) they provide a variety of forms, heights, foliage colours and textures, bark seasonnal interest;

(8) they provide shade in summer; and

(9) they allow maximum sunlight in winter.

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Green Ash Fraxinus pennsylvanica	- hardy in Central Alberta - native to western prairies - long-lived - shade tree - drought and insect resistant - tolerant to noxious gases, snowpiling and salts - good form, if trained - medium to fast growth	- short-leaf season - only male trees should be grown (females produce fruit clusters) - may acquire a "grotesque" growth habit if not trained
(ii)	Bur Oak Quercus macrocarpa	- only reliable oak tree for Central Alberta - can grow under extreme dry conditions	- difficult to transplant (deep tap root) - in exposed locations, may be stunted or reduced to a shrub - not native to Alberta
(iii)	Little Leaf Linden Tillia cordata	- attractive ornamental - often planted along streets or in parks - good winter value because of chocolate brown bark - fragrant flowers - tolerates dry soil - good shade tree - long, straight tapering trunk and neat growth habit - good specimens on U. of A. campus	- prone to clog drains and sewers - prone to drip on cars - slow to medium growth - considered borderline hardy

	NAME	ADVANTAGES	DISADVANTAGES
(iv)	American or White Elm *Ulmus americana*	- stately tree - hardy - easily transplanted - resistant to smoke and soot - one of the best large deciduous trees in the prairies - once well established, considered one of the most attractive park and street trees	- because of Dutch Elm Disease, it is illegal to import elms into Alberta - may winter kill slightly in exposed places - prone to drip on cars - prone to clog drains and sewers - weak crotches
(v)	Manchurian Ash *Fraxinus mandshurica*	- does well in Edmonton - long-lived - retains leaves late into autumn - handsome broad-headed tree, with a neat growth habit - possible substitute for American Elm - fast-growing	- not yet commercially available - heavy seed production a nuisance - "self-pruning" (deciduous branchlets) - may be bothered by a fungus disorder (Slime Flux)
(vi)	Patmore Ash *Fraxinus 'Patmore'*	- a selection made in Northern Alberta - leafs-out earlier and retains leaves longer than the Green Ash	

Tall Deciduous Trees (10 m or more in height)

The following tall deciduous trees are considered hardy in Central Alberta, or have adapted to the climate of Edmonton and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Manitoba Maple *Acer negundo*	- fast-growing, native tree - dull-yellow foliage in autumn - open spreading - very hardy - easily transplanted - good climbing tree	- irregular habit - has lost favour as a street and ornamental tree because of: uneven habit, weak-wood, and wide spreading roots that interfere with utility installations - attracts aphids who secrete "honeydew" which damages surfaces that may lie beneath the tree
(ii)	White or Paper Birch *Betula papyrifera*	- native tree available in both single stem and clump forms - slender upright form - excellent tree for year-round effect because of shiny, creamy to pinkish-white papery bark and light clear yellow foliage in autumn	- not long-lived - easily wind-thrown - suffers from prolonged drought - subject to Bronzed Birch Borer - prone to drip on cars - intolerant of shade - not very tolerant of pruning
(iii)	Cut-leaf Weeping Birch *Betula verrucosa*	- one of the most popular attractive specimen trees	- short-lived, frequently dying back before maturity due to drought or competition of lawn grass - prone to drip on cars

	NAME	ADVANTAGES	DISADVANTAGES
(iv)	Siberian Larch *Larix sibirica*	- fast-growing - early spring leaf-out - bright pea green foliage - sheds soft delicate, yellow needles in autumn - yellowish bark - often planted for ornamental purposes - has been used successfully as a low hedge plant	- subject to annual attacks of larch sawfly - adapted to wet soil
(v)	Griffin Poplar *Populus x 'Griffin'*	- widely used on the prairies - fast-growing	- prone to clog drains and sewers - relatively short-lived - weak-rooted - in some areas, susceptible to canker
(vi)	Northwest Poplar *Populus jackii*	- native hybrid - used as a street tree - fast-growing - male trees offered that do not shed "cotton" - green-white bark	- not recommended because of: gall mite, brittle wood requiring regular maintenance, short life, and tendency to clog drains and sewers
(vii)	Brooks #6 Poplar *Populus 'Brooks #6'*	- recommended - not subject to gall mite - fast-growing	- relatively short-lived - prone to clog drains and sewers
(viii)	Brown-twig Poplar *Populus tristis*	- sweet scent - sterile, lacking the poplar fluff often considered a nuisance	- relatively short-lived - prone to clog drains and sewers

	NAME	ADVANTAGES	DISADVANTAGES
(ix)	Laurel-leaved or Bayleaf Willow *Salix pentandra*	- fast-growing - distinctive dark green foliage - golden yellow flower clusters - one of the handsomest trees, especially when pruned to a single stem - makes an excellent climbing tree	- prone to clog drains and sewers - branchlets are deciduous, and a nuisance when scattered over a lawn - requires moisture
(x)	Berlin Poplar *Populus berolinensis*	- tall, narrow tree - has done well in Edmonton	- generally considered borderline hardy in Central Alberta
(xi)	Japanese Elm *Ulmus japonica*	- umbrella-shaped tree without the bad habits of the Manchurian Elm - although not listed as hardy, specimens grown in Edmonton indicate the tree is worth considering, especially as a shade tree for small properties - not too susceptible to Dutch Elm disease	- because of Dutch Elm disease, it is illegal to import elm into Alberta
(xii)	Silver Willow *Salix alba var. sericea*	- many are growing in Edmonton - desirable ornamental because of handsome foliage - bright yellow foliage - attractive silvery grey bark - fast-growing	- brittle, may lose branches - not native - shallow root system - may be subject to winter injury in dry locations - prone to clog drains and sewers

Suggested Small Deciduous Trees (less than 10 cm) and Tall Shrubs (2.5 m - 4.5 m in height)

- Small trees, especially flowering trees, can add colour, texture, fragrance and seasonal interest to a small park or ornamental grounds (for example, the Town Office grounds, the eastside of the Post Office, the 49th Street pedestrian mall, etc.)

The following are used successfully in the Edmonton area, both in planters and in ground planting:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Shubert Chokecherry *Prunus virginiana 'Shubert'*	- hardy - purple foliage - good autumn colour - attracts birds - excellent ornamental	- may sucker if roots injured
(ii)	Pin Cherry *Prunus pennsylvanica*	- hardy, native small tree - white flowers (May) followed by small cherries - good autumn colour - attracts birds	- needs space as it tends to sucker - intolerant of shade - may be reduced to a shrub if moisture is deficient
(iii)	Amur Cherry *Prunus maackii*	- white blossoms - papery, burnished bronze coloured bark is effective in winter - yellow autumn foliage - beautiful ornamental	- considered borderline hardy - only good for about 10 years - may be subject to collar rot around the base
(iv)	Mayday Tree *Prunus padus*	- fully hardy, extremely vigorous - one of the first trees to leaf-out in spring - fragrant white flowers (late May), followed by black fruit - pitch black bark - drought resistant - used on boulevards in Edmonton - attracts birds	- some pruning required because of vigorous growth - suckers readily when roots injured - subject to tent caterpillar attacks - deciduous fruit - weak crotches - may be prone to clog drains and sewers

	NAME	ADVANTAGES	DISADVANTAGES
(v)	Crabapple (varieties) Malus ssp.	- important fruit and ornamental plant - wide variety of hardy and borderline hardy types - fragrant - wide variety of blossom colours available	- susceptible to fireblight - relatively short-lived (20-25 years) in Alberta
(vi)	Mountain Ash (varieties, especially American Mountain Ash) Sorbus	- hardy - American Mtn. Ash is less susceptible to sun scald and fireblight than the European Mtn. Ash - white flowers (May and June) followed by orange-red berries which persist all winter - dark, chestnut coloured bark - good autumn colour - attracts birds (especially over wintering types) - useful for ornamental purposes - usually a tall shrub rather than a tree	- weak-wooded (can break in storms) - European Mtn. Ash requires a long fall season for good autumn colour

Small Deciduous Trees and Tall Shrubs

The following deciduous trees and large shrubs are considered hardy in Central Alberta or have adapted to the climate of Edmonton, and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Ohio Buckeye *Aesculus glabra*	- hardy - small, round-headed tree - yellow foliage in autumn - interesting "corky" bark	- limited availability
(ii)	Eastern Flowering Dogwood *Cornus florida*	- white flowers followed by bright red fruit - root system, not wide-spreading - fairly tolerant of shade - attracts birds	
(iii)	Common Caragana *Caragana arborescens*	- yellow, pea-like flowers (early June) - suited to dry conditions	- tendency to become leggy - scatters seeds - requires good soil drainage
(iv)	Western Chokecherry *Prunus, virginiana melanocarpa*	- native small tree or shrub - white flowers (late May or early June) followed by black cherries - attracts birds - drought resistant - satisfactory for background planting where space permits	- intolerant of shade

NAME	ADVANTAGES	DISADVANTAGES
(v) Ussurian Pear *Pyrus ussuriensis*	- neat, upright, low-headed tree - one of the earliest flowering trees in the region - large, white flowers - reliable yearly flowering once established - attractive yellow to orange foliage in autumn - satisfactory for planting along highways and roadsides	- early sharp frost turns leaves black - not recommended for alkali soils - slow to reach flowering age (may take up to 10 years) - fruit not for eating
(vi) Daphne Willow *Salix daphnoides*	- branches are brownish with violet-coloured bloom - conspicuous shrub during winter and spring	
(vii) Saskatoon or Serviceberry *Amelanchier alnifolia*	- small white flowers (mid-May) followed by sweet, edible purple berries - attracts birds - native shrub - grows well in sun or shade and on a wide variety of soils	- a disease ("smut") causes some leaves to turn black
(viii) Hawthorn (varieties) *Crataegus spp.*	- white flowers followed by red berries - attracts birds - considered useful for most city conditions	- thorny - subject to attacks by the pear slug - may be an alternate host for "Cedar apple rust"

	NAME	ADVANTAGES	DISADVANTAGES
(ix)	Silver-berry or Wolf Willow *Elaeagnus anagustifolia*	- silver leaves and berries - fragrant yellow flowers provide a heavy sweet scent in June - native - provides good contrast with other shrubs - well-suited to dry land and mildly saline conditions	- not for small spaces - becomes straggly and suckers freely
(x)	Sea Buckthorn or Russian Sandthorn *Hippophae rhamnoides*	- silvery leaves - bright orange berries persist all winter - drought resistant - handsome large shrub or small tree with interesting form - branches have "character"	- tendency to sucker if roots injured - does not attract birds
(xi)	Tatarian Honeysuckle *Lonicera tatarica*	- most common species in Western Canada - upright spreading shrub, good in containers or as hedge material - pink to red flowers (early June) followed by yellow, orange or red fruit - useful in park-like setting	- needs frequent pruning to prevent it becoming leggy and sparse.
(xii)	Lilac (varieties) *Syringa spp.*	- wide variety of blossom colours available - fragrant - Preston Lilac varieties are non-suckering	- may be attacked by the leaf miner - Common Lilac varieties have a bad suckering habit

NAME	ADVANTAGES	DISADVANTAGES
(xiii) Highbush Cranberry *Viburnum trilobum*	- native to Alberta - sometimes almost a small tree - highly ornamental - easily transplanted and adapts well to a variety of environments including full sun. - large white blossoms (late May) followed by red-orange cranberries - good autumn colour	
(xiv) Glossy Buckthorn *Rhamnus frangula*	- adapted to the climate in Edmonton - drought resistant - very attractive shrub or small tree with a slender, graceful habit - fruit changes from red to dark purple - stems are dark, flecked with light-grey	- spiny
(xv) Smooth Sumac *Rhus glabra*	- a hardy shrub in Edmonton with interesting branching habit - scarlet fruit	- does not colour up well in Edmonton

Medium Shrubs (generally 1.5 m - 2.5 m in height)

The following medium shrubs are considered hardy in Central Alberta or have adapted to the climate in Edmonton, and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Fern-leaf Caragana *Caragana arborescens 'Lorbergii'*	- graceful, very fine foliage - abundant small yellow flowers	- habit quite open unless kept trimmed
(ii)	Tidy Caragana *Caragana microphylla 'Tidy'*	- forms an upright, slightly weeping, vase-shaped shrub, requiring little or no pruning - ferny, light-green foliage	
(iii)	Siberian Coral Dogwood *Cornus alba var. sibirica*	- hardy - bright red bark year-round - blue berries - valuable for massing on large properties or as a hedge plant - colour is favoured by a sunny location, but is shade tolerant - nice growth habit - earlier leaf-out than Red Osier Dogwood	- requires pruning of old wood for good bark colour
(iv)	Red Osier Dogwood *Cornus stolonifera*	- hardy - native to Alberta - conspicuous in all seasons, but especially in winter because of bright-red stems and branches - white berries - red foliage in autumn - good hedge material - suitable for shady areas	- has tendency to become scurfy with age - necessary to prune out old wood

	NAME	ADVANTAGES	DISADVANTAGES
(v)	Golden Twig Dogwood *Cornus stolonifera 'Flaviramea'*	- bright yellow or olive green bark particularly effective in winter - useful on both large and small lots - best coloured bark in sunny locations - very satisfactory in moist or wet situations	
(vi)	European Cotoneaster *Cotoneaster integerrimus*	- spreading habit - reddish berries - reddish-brown branches become redder in autumn	- frequently attacked by the pear slug - moderately susceptible to fireblight and silverleaf
(vii)	Hedge Cotoneaster *Cotoneaster acutifolia lucida*	- most common hedge material, responds well to shearing - carries foliage well down to the ground - good autumn foliage colour - thrives in sun or shade	- subject to pear slug attacks - the hedge requires renewal about every 15 years
(viii)	Fireberry or Round-Leaved Hawthorn *Crataegus chrysocarpa*	- round-topped shrub common throughout Alberta - showy white flowers followed by small round red apples	- thorny branches - subject to attack by pear slug - alternate host for "Cedar Apple Rust"
(ix)	Honeysuckle (varieties) *Lonica spp.*	- variety of blossom colours - shrub or hedge material	
(x)	Golden Ninebark *Physocarpus opulifolis var. luteus*	- coarse-textured foliage shows good golden colour when grown in full sun (green-yellow in partial shade) - white flowers - good against dark colour tones	- requires some pruning because of vigorous growth

	NAME	ADVANTAGES	DISADVANTAGES
(xi)	Red Leaf Rose Rosa rubrifolia	- hardy - upright shrub with arching branches - red-purple stem and leaf colour - effective against contrasting backgrounds	- inconspicuous small pink flowers - susceptible to crown gall
(xii)	Arctic Willow Salix purpurea 'Gracilis'	- graceful foliage plant with long slender branches - purplish-red branches - narrow, blue-green leaves	- tip-killing is not uncommon
(xiii)	American Hybrid Lilacs Syringa x hyacinthiflora	- fragrant - wide variety of blossom colours	
(xiv)	Beaked Hazelnut Corylus Cornuta	- common in the Aspen Parkland	- not generally used for strictly ornamental purposes
(xv)	Blueberry Elder Sambucus Caerulea	- attractive shrub in Edmonton - white flowers followed by pea-sized edible blue fruit	
(xvi)	Kashmir False Spiraea Sorbaria aitchisonii	- appears quite hardy in Edmonton - tall, spreading shrub - bright red stems and flower stalks - late flowering - adapted to shady places but does fairly well in full sun.	- not highly valued as a landscape plant

Small Shrubs (less than 1.5 m in height)

The following small shrubs are considered hardy in Central Alberta or have grown well in the Edmonton area, and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Globe Caragana *Caragana frutex 'Globosa'*	- formal globe-shaped shrub with fine-textured dense foliage - foliage remains until late fall - hedge material, with no pruning or dressing required	
(ii)	Pygmy Caragana *Caragana pygmaea*	- small, globe-shaped mound of fine-textured foliage - bright yellow flowers (May) - "lazy man's hedge" requiring little or no trimming - good in dry "tough" locations	
(iii)	Coral Beauty Dogwood *Cornus alba 'Coral Beauty'*	- a good selection of Dogwood with red bark, green crinkled leaves and bluish-white berries	
(iv)	Broom or Golden Broom *Cytisus ratisbonensis*	- a sprawling shrub with yellow flowers and greenish stems - useful for dry sunny slopes	- requires periodic renewal pruning to keep it attractive
(v)	Turkestan Burning Bush *Euonymus nana 'Turkestanica'*	- evergreen shrub used as a foundation plant - grows in sun or shade	

	NAME	ADVANTAGES	DISADVANTAGES
(vi)	Dwarf Burning Bush *Euonymus nana*	- dwarf, procumbent, semi-evergreen shrub - deep purple or pink foliage in autumn - dull pink seed pods open to show scarlet seeds - grows well in the shade	- requires a long season for good fall colour
(vii)	Dyer's Greenweed *Genista tinctoria*	- a small shrub, quite reliable once established - attractive, bright-yellow, pea-like flowers over a long season	- touchy about root disturbance - some winter-kill of new growth - requires a well-drained site
(viii)	Sweet Berry Honeysuckle *Lonicera Caerulea*	- a vigorous shrub with a compact, symmetrical habit - sea-green foliage - dark-blue edible berries	- unattractive, pale-yellow flowers and shreddy bark - requires a well-drained site
(ix)	Albert Regal Honeysuckle *Lonicera spinosa var. alberti*	- a graceful dwarf spreading, or mound-forming plant - fragrant mauve flowers followed by bluish-white fruit - blue-green, willow-like foliage	- requires a sunny, well-drained situation - will not winter when grown in wet soils
(x)	Shrubby Cinquefoil *Potentilla fruticosa (varieties)*	- generally large yellow flowers - Shrubby Cinquefoil is a native shrub, highly drought resistant and a good subject for a shrub border - continuous blooming from June onwards	- may require a light shearing to remove dead flowerheads
(xi)	Western Sandcherry *Prunus besseyi*	- very hardy - white flowers (late May or early June) followed by black fruit - silvery leaves	- straggly habit makes it unpopular as an ornamental

	NAME	ADVANTAGES	DISADVANTAGES
(xii)	Mongolian Cherry Prunus fruticosa	- good ornamental because of dark green foliage, white flowers and dark red edible fruit	- suckers freely
(xiii)	Nanking Cherry Prunus tomentosa	- upright, sometimes spreading shrub with a variable growth habit - pale pink flowers (mid-May) followed by edible red fruit - good hedge material - first cherry to bloom	- short-lived - not an outstanding ornamental
(xiv)	Alpine or Mountain Currant Ribes alpinum	- makes a good hedge plant - the earliest hedge plant to leaf-out in spring - holds its foliage well into autumn - scarlet fruit - good in sun or shade	- susceptible to mildew and the currant maggot
(xv)	Rose (varieties) Rosa spp.	- variety of heights and flower colours available	
(xvi)	Russet Buffaloberry Shepheria canadensis	- sprawling or globular form - attractive native shrub easily grown from seed - attractive and conspicuous rose-flushed winter buds - red, or orange-yellow fruit, very conspicuous - attracts birds - with pruning, can have an interesting branching effect	- not readily transplanted from the wild - scraggly, if not trained

	NAME	ADVANTAGES	DISADVANTAGES
(xvii)	Ural False Spiraea *Sorbaria sorbifolia*	- a widely grown, spreading shrub, useful where a late-flowering shrub is wanted - white flowers (July) - early spring leaf-out - reliable in the shade but flowers best in the open	- suckering habit - highly susceptible to Red Spider Mite
(xviii)	Aurora False Spiraea *Sorbaria arboea x 'Aurora'*	- large creamy white flowers - less inclined than False Spiraea to be invasive	
(xix)	Spiraea (varieties) *Sorbaria spp.*	- a wide variety of heights, forms and flower colours available - some varieties used as a shrub border or hedge	- some varieties may winter-kill
(xx)	Snowberry or Wolfberry *Symphoricarpus occidentalis*	- a tough, stocky shrub native to Central Alberta - attracts birds	
(xxi)	Meyer Lilac *Syringa meyeri*	- a compact low hedge or small, well-branched shrub - fragrant violet flowers (late June)	- rarely seen in this region
(xxii)	Somerset Burkwood Daphne *Daphne x 'Burkwoodii Somerset'*	- a small, neat evergreen shrub in Edmonton - attractive grey green foliage and pink blossoms - satisfactory in areas receiving snow cover	

	NAME	ADVANTAGES	DISADVANTAGES
(xiii)	Wild Gooseberry *Rhus oxycanthoides*	- small, slender, sometimes twining native plant - can be useful as an ornamental, especially against a suitable background	- branches contain a dense growth of sharp slender spines - susceptible to mildew and the currant maggot

Groundcovers

The following groundcovers are considered hardy in Central Alberta or have adapted well at Edmonton, and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Bearberry or Kinnikinik *Arctostaphylos uva-ursi*	- mat-forming stems and branches - an evergreen shrub native to Alberta - pinkish-white flowers followed by bright-red berries - attracts birds	- large plants do not transplant readily from the wild - requires light sandy soils
(ii)	Rose Daphne or Garland Flower *Daphne cneorum*	- a low, spreading, evergreen plant, one of Alberta's finest ground covers - small, sweetly scented, pinkish flowers - does well in sun or shade but prefers some sun	- considered only borderline hardy
(iii)	Cliff Green *Pachystima* or *Paxistima canbyi*	- evergreen groundcover - can grow in semi-shaded locations but prefers sun - excellent groundcover	

	NAME	ADVANTAGES	DISADVANTAGES
(iv)	Japanese Spurge *Pachysandra terminalis*	- evergreen groundcover - looks good in all seasons - provides excellent weed control - good in shady locations	- requires ample moisture for vigorous growth - not suitable for hot dry places
(v)	Alpine Bearberry *Archostaphylos rubran*	- native - deciduous groundcover - greyish-green leaves turn bright scarlet in autumn - juicy, dark, wine-red berries	
(vi)	Periwinkle *Vinca minor*	- sky-blue flowers (May) and glossy dark green leaves - competes well with weeds - some species are evergreen	- requires a cool root run and a shady location
(viii)	Creeping Cotoneaster *Cotoneaster adpressa*	- does well most years in Edmonton - a low shrub used as a foundation plant, especially in sheltered rockeries or on the sheltered sides of buildings	- moderately susceptible to fireblight and silverleaf - subject to attack by the pear slug

Climbers

The following climbers are considered hardy at Edmonton: American Bittersweet (Celustrus scandens), Clematis (varieties), Virginia Creeper (Parthenocissus quinquefolia) and Riverbank Grape (Mahonia).

Matrimony Vine (lycium) and Chinese Matrimony Vine (Lycium chiniens) are considered valuable for controlling erosion on steep banks or for confining pedestrian movement.

Hedge Material

Arborvitae - Brandon, Techny and Wareana Cedars

Caragana - Common, Globe and Pygmy

Cherry - Nanking

Cotoneaster - Hedge

Cranberry - Nannyberry and Wayfaring Tree

Dogwood - Red Osier

Honeysuckle - Clavey's Dwarf, Tartarian and Zabel's

Juniper - upright Rocky Mountain selection

Lilac - Common and Late

Potentilla - Coronation, Triumph, Klondyke, Moonlight, Mount Everest.

Prinsepia - Cherry Prinsepia

Rose - Betty Bland, Hansen Hedge, Theresa Bugna

Spirea - Korean, Snowhite, Froebel's

Tall Conifers (9 m or more in height)

(1) provide a wide variety of forms, heights, textures and foliage colours

(2) provide year-round foliage colour

(3) provide year-round privacy; and

(4) provide year-round protection from wind

- for specific situations, such as an ornamental garden, more exotic specimen trees may be desired

The following tall conifers are considered hardy in Central Alberta and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Norway Spruce *Picea abies*	- hardy in Edmonton - used as a satisfactory hedge plant in Edmonton - more graceful than White Spruce	- sometimes slow to become established - tendency to sun scald
(ii)	White Spruce *Picea glauca*	- common native spruce with a spire-like appearance - tolerant of shade - green to bluish green needles - aromatic - satisfactory if given space - can be trimmed as a hedge	- shallow root system - only moderately resistant to windthrow
(iii)	Black Hills Spruce *Picea glauca densata*	- more compact than White Spruce and better for small spaces - dense light-green to bluish-green needles	- slow growing

	NAME	ADVANTAGES	DISADVANTAGES
(iv)	Siberian Spruce Picea obovata	- similar to, but hardier than Norway Spruce	
(v)	Colorado Spruce Picea pungens (varieties)	- handsome, pyramidal form - common and very satisfactory - good for dry climates - shade tolerant - needle colour may range from green through blue to silver, depending on variety	- shallow root system - not usually windfirm
(vi)	Swiss Stone Pine Pinus cembra	- neat, dense, compact columnar form becoming more open with age - branches right to the ground - excellent for large open spaces - very resistant to sun scald - very winter hardy	- slow-growing
(vii)	Lodgepole Pine Pinus contorta latifolia	- native to Alberta - satisfactory as an ornamental when young - sweet scent - useful for large grounds	- requires sun and good drainage - becomes open and loses lower branches with age
(viii)	Scots Pine Pinus sylvestris	- dense pyramidal habit when young - good winter effect due to conspicuous orange-brown bark in older specimens - bluish-green needles - sweet scent - good for landscaping - fast-growing - picturesque habit	- unless carefully placed, can become too large for small spaces

Small Conifers (less than 9 m in height)

The following small conifers are considered hardy in Central Alberta and can be used as ornamentals:

	NAME	ADVANTAGES	DISADVANTAGES
(i)	Juniper (varieties) Juniperus, spp.	- numerous heights, forms and foliage colours available	- susceptible to Red Spider Mite
(ii)	Nest Spruce Picea abies 'Nidiformis'	- broad 'bird nest' form - a very dwarf form of Norway Spruce	- susceptible to Red Spider Mite - slow-growing
(iii)	Hedgehog Spruce Picea glauca 'Echiniformis'	- a very dwarf form of White Spruce - good in rock gardens	
(iv)	Dwarf Black Spruce Picea mariana 'Nana'	- small, round conifer occasionally used in rock gardens	
(v)	Montgomery Blue Spruce Picea pungens 'Montgomery'	- a compact form of Colorado Blue Spruce that remains less than 3.3 m in height for many years	
(vi)	Mugo Pine Pinus mugo	- dwarf form of Swiss Mountain Pine with a neat round appearance - the appearance is assisted by judicious pinching - the most common foundation plant in Central Alberta	

	NAME	ADVANTAGES	DISADVANTAGES
(v)	Arborvitae or White Cedar Thuja occidentalis	- valuable for ornamental purposes - may eventually attain a tree form - the flattened, fan-like branches can be trimmed	- slow to medium growth - susceptible to spring browning and Red Spider Mite - shallow, wide-spreading root system - requires winter protection - requires supplementary water under most dry conditions
(vi)	Cedar (shrub varieties) Thuja spp.	- wide variety of forms and foliage colour available	- requires a moist and semi-shaded location

APPENDIX J

STREET FURNISHING DESIGN GUIDELINES

The following is extracted from the publication "Street Furniture II Working Paper" by the City of Edmonton. Detailed design parameters for a wide variety of specific types of street furnishings are also included in the report.

A. General Guidelines

Design

All items of street furniture should:

1. Consider the security, safety, comfort and convenience of the user, including the handicapped.
2. Be simple and functional in design.
3. Provide the greatest utility for fewest components.
4. Be conservative of space and of minimum size consistent with use.
5. Be compatible in form, colour and scale with surroundings and other street furniture.
6. Be flexible in use and configuration, portable and adaptable to changing needs.
7. Be cost efficient in terms of initial cost, expected lifetime, and maintenance requirements.
8. Utilize mass production techniques.
9. Be identifiable as to use.

Maintenance

1. Street furniture should be constructed of long wearing, vandal resistant materials capable of withstanding the climatic conditions.
2. Street furniture should be easily assembled and maintained, preferably of pre-fabricated or modular components for on-site erection.
3. Require simple and infrequent cleaning or upkeep.
4. Street furniture should be selected considering the type of use (heavy/light) and the nature of the location (supervised/unsupervised).

Placement

1. Furniture shall not obstruct stairs, ramps, building entrances or exits, display windows, transit zones, loading zones, taxi zones, fire hydrants. Furniture will be placed to minimize policing or security hazards.

2. At intersections, all furniture shall be placed back of an imaginary line extending from the property line to the street (Figure 1) or 7.5 m (25 feet) back from corner (Figure 2), whichever is less.

3. Street furniture should be conservative in use of sidewalk space, and maintain a clear width to accommodate adequate pedestrian flows.

4. To the greatest extent possible street furniture should be incorporated in park spaces, in off-street amenity zones, and in building setbacks and alcoves.

5. Consideration must be given to achieving desirable relationships between items of street furniture.

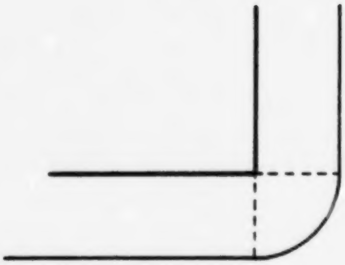

FIGURE 1

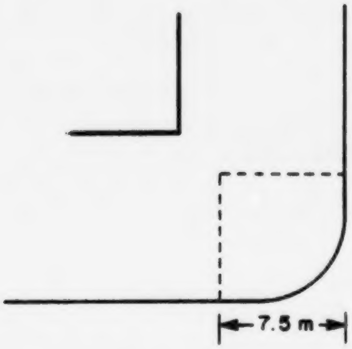

FIGURE 2

B. Evaluation Matrix

In order to evaluate the relative merits of one street furniture design over others, new designs should be rated on the evaluation matrix shown in Figure 3. The evaluation matrix summarizes the general design guidelines and can assist in determining the best design available.

FIGURE 3

	LOW									HIGH
	1	2	3	4	5	6	7	8	9	10
1. Flexibility to site conditions										
2. Ease of assembly										
3. Compatibility with other components										
4. Simplicity of design										
5. Multi-purpose/Modular										
6. Ease of maintenance										
7. Life - Cost benefit										
8. Identifiable to user										
9. Safety/Comfort/Convenience										
10. Size/Space conservation										

TOTAL SCORE:

SCORE:

1-25	No Consideration
25-50	Minimal Suitability
55-75	Above Average
76-100	Exceptional

APPENDIX K

PROMOTIONAL SUGGESTIONS

The following promotional suggestions are offered as possible concepts and methods that the Leduc and District Chamber of Commerce may use to attract a greater number of shoppers to the central area. The suggestions are divided into special promotional events; merchandising events, both seasonal and non-seasonal; advertising as a part of promotion, miscellaneous promotional techniques; suggestions for monitoring a promotional program; and ideas on organizing for promotion.

1.0 Special Promotional Events

1. Auto shows - can be organized around new models in the fall or antique autos.
2. Flower shows- most successful in the spring.
3. Art shows - these can be organized to display the work of amateur or professional artists. Contests for the best works of art can enhance these productions.
4. Miscellaneous shows and exhibits - this may include displays of agricultural products, antique furniture, farm implements, crafts, dog and cat shows, and coin and stamp shows.
5. Senior citizens' fair - possible elements might include a banquet with entertainment and door prizes, card parties, and arts and craft exhibits by seniors.
6. A book fair featuring the sale of donated books.
7. Outdoor summer concerts.
8. Puppet shows - these travelling shows are particularly successful during youth-oriented seasons such as Easter, Christmas, and "back-to-school" time.
9. A beer and hot dog festival in the park or at pedestrian activity areas.
10. Grand openings of stores.
11. "Salute to Career Women": event honoring working women or any other major group working in the downtown.
12. On-the-street block party - useful in conjunction with significant downtown improvements or at any time. This event can include refreshments and dancing.

13. "Community Sings" held downtown - especially appropriate at Christmas.

14. "Smile Day" - clowns can pass out free buttons and helium filled balloons saying "Smile, you're in downtown Leduc".

15. County/Downtown get-together.

16. An energy fair featuring developments in the oil industry.

17. Downtown family day - can be held during any season with an emphasis on goods for the family.

18. Downtown carnival, circus or Mardi Gras promotion - featuring clowns, stunts, floats, bands, parades, etc.

19. Octoberfest - traditional German-style celebration held in the fall.

20. "Summer on the Square" - a series of events (concerts, games, contests, etc.) in the downtown.

21. "Christmas in July" - typical Christmas promotion held in the summer months.

2.0 Merchandising Techniques

1. Evening hours.

2. Vacation and travel shows.

3. Summer sidewalk sales.

4. Price promotions.

5. Promotions to specific groups such as women, students, etc.

6. Store birthday celebrations.

7. "Super Saturday" sales.

8. Better retail services and attention to customers.

2.1 Seasonal Merchandising Events

1. Valentine's Day - possible promotional techniques include a newpaper advertising campaign, Valentine window displays, Valentine design contest for school children.

2. St. Patrick's Day - may include activities and travel posters related to Ireland.

3. Easter - emphasis on spring clothing, Easter candies and balloons for children, Easter egg hunts, fashion shows, Easter parades.

4. Mother's Day - emphasis on spring, soft goods and the family. Could include flower shows and a contest in which children write about their mothers.

5. Back-to-school season promotions directed at school children's needs.

6. Halloween - may include decorations, costume parade or contest, pumpkin contest.

7. Christmas - may include extensive Christmas lighting and decorations, Santa Claus, give-aways for children, Christmas carolling.

2.2 Non-seasonal Merchandising Events

1. Dollar Days - an event at which specially-purchased 50 cent and 1 and 2 dollar items are sold. Such events are frequently held prior to the start of peak seasons e.g. Easter, Christmas, back-to-school.

2. Sidewalk sales - can be timed with other outdoor activities such as arts and crafts shows and musical programs. Advertising and timing would be similar to dollar days.

3. Midnight madness - can last until 10:00 p.m., 11:00 p.m. or 12:00 midnight, with different specials being offered in each one hour period. Prior advertising is very important.

4. End of Month sales - these clearance-style sales should be held regularly.

5. Clearance Sales - can be especially effective if they are a downtown-wide coordinated event. These sales are usually held twice yearly, in January and July. They could be timed in conjunction with other special events.

6. Various contests:

   (a) downtown slogan contest,

   (b) photo contest for best photos of downtown after redevelopment has begun, and

(c) downtown window decorating contest - particularly appropriate at times such as back-to-school, Christmas, Valentine's Day, or Thanksgiving and Easter.

7. The big giveaway - downtown drawing with big ticket items such as cars and vacations as prizes.

8. A "suburban" or "urban living" fair, featuring items such as home improvements.

9. Fashion shows - most successful in spring.

3.0 Advertising for Promotion

1. Newspapers are probably the most important means of advertising. Advertising can be on a downtown-wide or individual store basis. A downtown logo with all downtown advertising would be helpful.

2. Radio is a particularly effective way of reaching youth.

3. Direct mail in the form of ordinary flyers or possibly a well-designed brochure on the downtown with a complete listing of stores might be successful.

4. Bag stuffers; that is, advertising inserted with purchases, should be considered.

5. The availability of many diversified small downtown shops and businesses should be stressed with an advertising campaign - "Downtown's Mighty Mites", or "Super Variety Downtown".

4.0 Miscellaneous Promotional Techniques

1. A downtown logo, symbol or slogan.

2. "Welcome Wagon" - downtown should make efforts to welcome new residents. Special welcome mailings, gift packages, and invitations to downtown can help. Local real estate companies can be of assistance.

3. One idea to be kept firmly in mind is that the whole of downtown can be considered as one single, fully integrated shopping and activity center. This is a fundamental concept for downtown.

4. Publicity on downtown improvements given by one firm or the Town would benefit the entire downtown.

5. Associate promotional campaigns with local events of importance.

6. When planning downtown promotions try not to conflict with other events - commercial, social, civic or business.

7. Have an "old fashioned" sale featuring old fashioned values and old fashioned fun.

8. Focus on five or six major promotions during the year and then supplement these with appropriate minor events.

9. Special promotional events can always benefit from the use of live models to illustrate such activities as patio cooking, urban living, and the use of children's play equipment.

5.0 Monitoring Promotional Activities

1. A record should be kept of retail sales to assess the effectiveness of promotional activities. Also, it would be useful to monitor changes in community attitudes towards the downtown. Such records would assist the Leduc and District Chamber of Commerce or promotion director in assessing the success of individual promotions.

5.1 Organizing for Promotions

1. Upcoming promotional and advertising activities should be announced through a monthly bulletin or newsletter so that merchants can cooperate in these events.

2. The Leduc and District Chamber of Commerce should organize a committee with the following goals:

    (a) to assist the Town's Economic Development Committee in encouraging businesses to locate, stay, and expand in the downtown;

    (b) to provide a forum for an exchange of ideas and formulation of plans for future development of the downtown;

    (c) to assist in assuring that the downtown is a safe, clean and pleasant environment;

    (d) to improve downtown's image in the community by launching a public relations' program and by supporting activities which will encourage people to visit, work, play, and shop downtown; and

   (e) to promote ongoing communication between the downtown community and the civic administration.

3. Organize a volunteer group of professionals who will use their skills and efforts to promote the downtown.

4. To make downtown promotions work, issue a planning guide to every cooperating firm well in advance of promotional dates. This should inform them what will happen, when, where, why and tell them how to benefit from it.

5. As the need for promotional activities increases, hire a full-time paid professional to handle the duties of downtown promotion.

APPENDIX L

SECTION 361 OF THE MUNICIPAL ACT OF ONTARIO

SECTION 361 OF THE MUNICIPAL ACT

IMPROVEMENT AREA MAY BE DESIGNATED BY BYLAW

361 (1) The council of a local municipality may pass bylaws designating an area as an improvement area and may by bylaw establish for any such area so designated a Board of Management to which may be entrusted, subject to such limitations as the bylaw may provide, the improvement, beautification and maintenance of municipally-owned lands, buildings and structures in the area, beyond such improvement, beautification and maintenance as is provided at the expense of the municipality at large, and the promotion of the area as a business or shopping area.

NOTICE OF INTENTION

(2) Before passing a bylaw designating an improvement area, notice of the intention of the council to pass the bylaw shall be sent by prepaid mail to every person occupying or using land for the purpose of or in connection with any business in the area who is shown in the last revised assessment roll of the municipality as being assessed for business assessment within the meaning of the Assessment Act.

R.S.O. 1970, C32

PETITION OBJECTING TO BYLAW

(3) Unless a petition objecting to the passing of the bylaw referred to in subsection 2, signed by at least one-third of the persons entitled to notice as set out in subsection 2, representing at least one-third of the assessed value of the lands in the area that is used as the basis for computing business assessment, is received by the clerk within two months next following the latest day of the mailing of any such notices, the council may pass the bylaw, but, if such a petition is received by the clerk within such time, the council shall not pass the bylaw.

SUFFICIENCY OF PETITION DETERMINED BY CLERK

(4) The sufficiency of the petition described in this section shall be determined by the clerk and his determination shall be evidenced by his certificate and when so evidenced is final and conclusive.

EFFECT OF PETITION OBJECTING TO BYLAW

(5) Where the council has proceeded under this section and has been prevented from passing the proposed bylaw by reason of a petition objecting thereto having been presented under subsection 3, the council may again proceed under this section in respect of the area to be designated by any such bylaw at any time after the expiry of the two years next following the presentation of the petition. R.S.O. 1970, c.284, s.361 (1-5).

BOARD OF MANAGEMENT

(6) A Board of Management established under subsection 1 is a body corporate and shall consist of such number of members appointed by council as the council considers advisable, at least one of whom shall be a member of the council and the remaining members shall be persons qualified to be elected as members of the council assessed for business assessment in respect of land in the area or nominees of corporations so assessed, provided that such nominees are persons qualified to be elected as members of the council. 1976, c. 69, s. 11 (1).

TERM OF OFFICE

(7) Each member shall hold office from the time of his appointment until the expiration of the term of the council that appointed him, provided he continues to be qualified, as provided in subsection 6. 1976, c. 69, s. 11 (2).

NOTE: For terms of office of existing members of Board of Management. See 1976, c. 69, s. 11 (3).

VACANCY

(8) Where a vacancy occurs from any cause, the council shall appoint a person qualified as set out in subsection 6 to be a member, who shall hold office for the remainder of the term for which his predecessor was appointed.

IDEM

(9) The members shall hold office until their successors are appointed and are eligible for reappointment on the expiration of their term of office.

ESTIMATES

(10) A Board of Management established under subsection 1 shall submit to the council its estimates for the current year at the time and in the form prescribed by council and may take requisitions upon the council for all sums of money required to carry out its powers and duties, but nothing herein divests the council of its authority with reference to rejecting such estimates in whole or in part or providing the money for the purposes of the Board of Management and when money is so provided by the council the treasurer shall, upon the certificate of the Board of Management, pay out such money to the Board of Management.

EXPENDITURE OF MONEYS

(11) The Board of Management shall not expend any moneys not included in the estimates approved by the council or in reserve fund established under section 308.

INDEBTEDNESS NOT TO EXTEND BEYOND CURRENT YEAR

(12) A Board of Management established under subsection 1 shall not incur any indebtedness extending beyond the current year.

ANNUAL REPORT

(13) On or before the 1st day of March in each year, a Board of Management shall submit its annual report for the preceding year to council, including a complete audited and certified financial statement of its affairs, with balance sheet and revenue and expenditure statement.

AUDITOR

(14) The municipal auditor shall be the auditor of each such Board of Management and all books, documents, transactions, minutes and accounts of a Board of Management shall, at all times, be open to his inspection.

DISSOLUTION OF BOARD

(15) Upon the repeal of a bylaw establishing a Board of Management, the Board ceases to exist and its undertakings, assets and liabilities shall be assumed by the municipality.

SPECIAL CHARGE

(16) The council shall in each year levy a special charge upon persons in the area assessed for business assessment sufficient to provide a sum equal to the sum of money provided for the purposes of the Board of Management for that area, which shall be borne and paid by such persons in the proportion that the assessed value of the real property that is used as the basis for computing the business assessment of each of such persons bears to the assessed value of all the real property in the area used as the basis for computing business assessment.

MANNER OF COLLECTION

(17) Any charge imposed under subsection 16 may be collected in the same manner and with the same remedies as provided by this Act for the collection of taxes upon business assessment.

APPROVAL OF O.M.B.

(18) No bylaw designating an improvement area comes into force without the approval of the Municipal Board and as a condition of giving its approval the Municipal Board may by order impose such restrictions, limitations and conditions with respect to such matters as may appear necessary or expedient.

REPEAL OF BYLAW

(19) A bylaw designating an improvement area may be repealed to take effect upon the 31st day of December in the year in which it is passed, and subsections 2, 3 and 18 do not apply to a repealing bylaw passed under this subsection. R.S.O. 1970, c. 284, s. 361 (8-19).

APPENDIX M

EXTRACTS FROM THE PLANNING ACT, 1980

AREA REDEVELOPMENT PLANS

65 A Council may, by bylaw passed in accordance with Part 6,

(a) designate an area of the municipality as a redevelopment area for the purpose of all or any of the following:
   (i) preserving or improving land and buildings in the area,
   (ii) rehabilitating buildings in the area,
   (iii) removing buildings from the area
   (iv) constructing or replacing buildings in the area,
   (v) establishing, improving or relocating public roadways, public utilities or other services in the area;
   (vi) any other development in the area,

and

(b) adopt a plan for the area to be known as the "(name) Area Redevelopment Plan".

1977 c89 s63

66 A bylaw adopting an area redevelopment plan may,

(a) in accordance with this Section and Section 75, provide for the imposition and collection of a levy to be known as a redevelopment levy, and
(b) authorize a development officer, with or without conditions, to perform any function with respect to the imposition and collection of the levy that is specified in the bylaw.

1977 c89 s64

67 An area redevelopment plan shall:

(a) conform with any land use bylaw and any other statutory plan affecting the area that is the subject of the plan;
(b) describe:
   (i) the objectives of the plan and how they are proposed to be achieved,
   (ii) the proposed land uses for the redevelopment area,
   (iii) the proposed public roadways, public utilities and other services,
   (iv) the location of reserve land, and
   (v) the recreational and school facilities likely to be required;

(c) if a redevelopment levy is to be imposed:
  (i) state the one or more purposes for which it is imposed, and
  (ii) specify the proportion of the levy collected that will be paid to a school authority, if any;

(d) describe proposals for the acquisition of land for any public municipal use, school facilities, parks and recreation facilities or any other purposes the council considers necessary;

(e) contain any other proposals the council considers necessary.

1977 c89 c65

REDEVELOPMENT AND OFF-SITE LEVIES AND DEVELOPMENT CONDITIONS

75 (1) If a person applies for a development permit in respect of development in a redevelopment area and the area redevelopment plan contains proposals for residential, commercial or industrial development, a redevelopment levy may be imposed on the applicant in accordance with the bylaw adopting the area development plan.

(2) A redevelopment levy imposed and collected shall be used to provide, in respect of the redevelopment area,
  (a) land for a park or land for school buildings designed for the instruction or accommodation of students, or
  (b) land for new or expanded recreation facilities. or both.

(3) A redevelopment levy imposed and collected under this Act may be imposed and collected only once in respect of a development.

(4) A redevelopment levy imposed pursuant to this Act may vary between one class of development and another in a redevelopment area.

(5) If a redevelopment levy is collected, the council shall pay that portion of the levy imposed to provide land for school buildings designed for the instruction or accommodation of students to the one or more school authorities in need of it.

1977 c89 s73; 1979 c61 s 14

76 (1) For the one or more purposes referred to in subsection 2, a council may by bylaw:

(a) provide for the imposition and payment of a levy to be known as an off-site levy, in respect of land that
  (i) is to be developed or subdivided, and
  (ii) was not previously the subject of an off-site levy under this Act or Section 242.1 of the Municipal Government Act as it read immediately before April 1, 1978;
(b) authorize an agreement to be entered into in respect of the payment of the levy.

(2) An off-site levy may be used only to pay for all or part of the capital cost of all or any of the following:
(a) new or expanded facilities for the storage, transmission, treatment or supplying of water;
(b) new or expanded facilities for the treatment, movement or disposal of sanitary sewage;
(c) new or expanded storm sewer drainage facilities;
(d) land required for or in connection with any facilities described in clauses (a) to (c).

(3) An off-site levy imposed under this Act may be imposed once only in respect of land that is the subject of a development or a subdivision.

1977 c89 s74; 1979 c61 s15

77 (1) A council may require with respect to a development that, as a condition of issuing a development permit, the applicant enter into an agreement to do all or any of the following:
(a) to construct or pay for the construction of a public roadway required to give access to the development, or
(b) to construct or pay for the construction of:
  (i) a pedestrian walkway system to serve the development, or
  (ii) pedestrian walkways that will connect the pedestrian walkway system serving the development with a pedestrian walkway system that serves or is proposed to serve an adjacent development,

or both,
(c) to install or pay for the installation of utilities that are necessary to serve the development,

(d) to construct or pay for the construction of:
  (i) off-street or other parking facilities, and
  (ii) loading and unloading facilities,

(e) to pay an off-site levy or redevelopment levy imposed by bylaw.

(2) A council may register a caveat under the Land Titles Act in respect of an agreement under this Section against the certificate of title for the land that is the subject of the development.

(3) If a council registers a caveat under subsection 2, the council shall, when the agreement has been complied with, discharge the caveat.

1977 c89 s75; 1979

APPENDIX N

SUMMARY OF RECOMMENDATIONS AND SUGGESTED RESPONSIBILITIES AND PRIORITIES

	RECOMMENDATION AND DESCRIPTION	RESPONSIBILITY																				
		COUNCIL	TOWN MANAGER	TOWN PLANNER	DEVELOPMENT OFFICER	TOWN ENGINEER	PARKS AND RECREATION SUPERINTENDENT	COMMANDING OFFICER — R.C.M.P.	FIRE CHIEF	ECONOMIC DEVELOPMENT COMMITTEE	LEDUC AND DISTRICT CHAMBER OF COMMERCE	HISTORICAL SOCIETY	FAMILY AND COMMUNITY SUPPORT SERVICES	ALBERTA GOVERNMENT	FEDERAL GOVERNMENT	LANDOWNERS	PROSPECTIVE DEVELOPERS	SIGN INDUSTRY	PARKING AUTHORITY	IMMEDIATE	SHORT TERM	LONG TERM
DESIRED CENTRAL AREA LAND USES	1. PROMOTE A DIVERSITY OF LAND USES	○		●						○	○			○						●		
	2. LOCATE GOVERNMENT OFFICES AND SERVICES IN THE CENTRAL AREA			●										○	○					●		
	3. LOCATE RECREATION, EDUCATION, AND SOCIAL SERVICES IN THE CENTRAL AREA			●			○						○							●		
	4. ENCOURAGE HOTEL AND ENTERTAINMENT USES TO LOCATE IN THE CENTRAL AREA			●	○															●		
	5. RELOCATE LOW INTENSITY LAND EXTENSIVE USES		●	○																	●	
	6. PERMIT VENDING KIOSKS			○	●																●	
	7. CONSIDER USE OF PUBLIC SPACE FOR BUSINESS PURPOSES			○	●																●	
	8. CONTROL THE AMOUNT OF DESIGNATED COMMERCIAL LAND	●		○																●		
FUTURE LAND USE PLAN	9. ENCOURAGE INTENSIVE DEVELOPMENT AT 50th STREET AND 50th AVENUE	○		●	○											○	○			●		
	10. MAINTAIN CONTINUOUS RETAILING ALONG 50th AVENUE EAST OF 50th STREET	○		●	○											○	○			●		
	11. ENCOURAGE A MAJOR RETAIL/OFFICE FOCUS ALONG 50th STREET NEAR 47th STREET	○		●	○											○	○			●		
	12. CONTINUE TO SUPPORT EXISTING AUTO-ORIENTED COMMERCIAL DISTRICTS	○		●	○											○	○			●		
	13. INTENSIFY EXISTING AUTO-ORIENTED COMMERCIAL DISTRICTS	○		●	○											○	○			●		
	14. ENCOURAGE OFFICE/RETAIL USES ALONG 50th STREET SOUTH OF 50th AVENUE	○		●	○											○	○			●		
	15. ENCOURAGE AUTO-ORIENTED COMMERCIAL USES ALONG 47th STREET	○		●	○											○	○			●		
	16. DEVELOP THE TOWN LAND AT 47th STREET AND 47th AVENUE FOR OFFICE/RETAIL USES	○	●	○													○			●		
	17. RETAIN THE AREA BETWEEN 52nd AND 54th AVENUES AND 49th AND 47th STREETS FOR RESIDENTIAL USES	●		○																●		
	18. RETAIN THE AREA BETWEEN 51st AND 52nd STREETS SOUTH OF 49th AVENUE FOR RESIDENTIAL USES	●		○																●		
	19. ENCOURAGE A MAJOR MIXED USE DEVELOPMENT BETWEEN 47th AND 49th AVENUES AND 48th AND 50th STREETS	○	●	○										○	○	○	○			●		
	20. IF A MAJOR MIXED USE DEVELOPMENT IS UNFEASIBLE, PERMIT REDEVELOPMENT OF THE AREA FOR SMALL MULTIPLE USE DEVELOPMENTS	○	○	●												○	○					●
	21. ESTABLISH MINIMUM STANDARDS FOR EXISTING PROPERTY	●		○																●		
TRANSPORTATION AND PARKING	22. UNDERTAKE TRAFFIC MANAGEMENT IMPROVEMENTS			○		●														●		
	23. CONSIDER THE NEED FOR IMPROVEMENTS TO 51st AND 49th AVENUES FOR DISTRIBUTOR ROUTES			○		●														●		
	24. PROVIDE ACCESS TO THE AREA BOUNDED BY 47th AND 49th AVENUES AND 50th AND 48th STREETS FROM 50th STREET AND 47th AVENUE.			○		●											○					●
	25. DEVELOP OFF-STREET PARKING ON 48th AND 49th STREETS		●	○		○													○	●		
	26. DISCOURAGE ON-STREET PARKING		●	○		○													○		●	
	27. PROVIDE CUSTOMER AND EMPLOYEE PARKING		●	○		○													○		●	
	28. DEVELOP THE LAND BEHIND LEDUC SHOPPING PLAZA AND THE LAND ON 50th STREET ADJACENT TO WILLOW PARK FOR PARKING		○	●		○	○												○	●		
	29. CONSIDER CONSTRUCTION OF MULTI-STOREY PARKING GARAGES			●		○													○			●
	30. SEEK LAND LEASE ARRANGEMENTS TO PROVIDE PARKING AREAS		●	○		○										○			○	●		
	31. ENCOURAGE THE DEVELOPMENT OF JOINT USE PRIVATE PARKING WITHIN THE TRADITIONAL CORE AREA			●	○											○				●		
	32. DISCOURAGE DIRECT ACCESS TO PARKING AND LOADING AREAS FROM 50th AVENUE			●	○												○			●		
	33. DISCOURAGE OFF-STREET PARKING FRONTING ONTO 50th AVENUE BETWEEN 50th AND 47th STREETS			●	○												○			●		
	34. ESTABLISH PARKING AREA STANDARDS	○		●	○	○											○			●		
	35. MONITOR THE NEED FOR OFF-STREET PARKING			●		○													○		●	
	36. REDUCE PARKING REQUIREMENTS FOR SHARED PARKING AREAS			○	●												○			●		
	37. CONSIDER AMENDING OFF-STREET PARKING REGULATIONS TO ENCOURAGE HIGHER DENSITY HOUSING	○		●	○															●		
	38. DEVELOP 50th AVENUE AS A FUTURE TRANSIT SPINE			○		●																●
	39. SECURE LAND ALONG THE C.P.R. RIGHT-OF-WAY FOR A FUTURE COMMUTER TRANSIT CENTRE	○	○	●												○				●		
	40. DESIGN SPECIFIED BICYCLE ROUTES					●	○														●	
	41. PROVIDE SAFE AND EFFICIENT BICYCLE ROUTES					●	○														●	
	42. UNDERTAKE PEDESTRIAN SYSTEM IMPROVEMENTS			○		●														●		
	43. DEVELOP A SEMI-PEDESTRIAN ROUTE NORTH OF ALEXANDRA PARK			●		○	○													●		
	44. PROVIDE A PEDESTRIAN ROUTE BETWEEN THE CENTRAL AREA AND TELFORD LAKE ALONG 50th AVENUE			○		●															●	
	45. SECURE PEDESTRIAN ACCESS BETWEEN 51st AND 52nd AVENUES ALONG THE ALIGNMENT OF 49th STREET SOUTH OF 51st AVENUE		○	●		○																●
	46. ENCOURAGE THE DEVELOPMENT OF 48th AVENUE AND 49th STREET AS PEDESTRIAN-ORIENTED ROADWAYS			●		○																●
	47. PROVIDE FOR THE HANDICAPPED IN PARKING LOT AND PEDESTRIAN DEVELOPMENTS			○	●	○											○			●		
	48. PERMIT THE DEVELOPMENT OF WELL DESIGNED PEDWAYS			●	○	○											○					●
BUILDING AND SITE DESIGN	49. CONSIDER ADOPTION OF AMENITY AND SEPARATION SPACE RECOMMENDATIONS	○		●	○												○			●		
	50. SEEK PROVINCIAL GOVERNMENT ASSISTANCE AND FINANCIAL SUPPORT FOR ENERGY CONSERVING MEASURES			●										○						●		
	51. PROTECT AND ENHANCE VIEWS AND VISTAS			●	○												○			●		
	52. CONSIDER THE ADOPTION OF BUILDING FORM, HEIGHT, SETBACK AND PARKING RECOMMENDATIONS	○		●	○												○			●		
	53. PROTECT LAND USES ADJACENT TO NEW COMMERCIAL DEVELOPMENT	○		●	○												○			●		
	54. ENCOURAGE EXISTING LANDOWNERS AND BUSINESSES TO RENOVATE AND MAINTAIN THEIR PREMISES			○							●					○				●		
	55. ENSURE THAT THE EXTERIOR SURFACE TREATMENT AND SIGNAGE OF COMMERCIAL DEVELOPMENTS CONFORMS TO PROPOSED BUILDING DESIGN GUIDELINES			●	○															●		
	56. REVIEW EXISTING AND PROPOSED SIGN REGULATIONS	○		●							○							○		●		
PROTECTIVE SERVICES	57. ENSURE THAT THE R.C.M.P. CONTINUES EFFECTIVE POLICING OF THE CENTRAL AREA	○	○					●												●		
	58. CONSIDER BUILDING AND SITE DESIGN CRIME PREVENTION GUIDELINES WHEN REVIEWING CENTRAL AREA DEVELOPMENT PERMITS			○	●			○									○			●		
	59. ANNUALLY REVIEW THE ADEQUACY OF FIRE PROTECTION SERVICES	○	○						●											●		
SPACE	60. RETAIN HEALTHY MATURE TREES ALONG STREETS AND ON PRIVATE PROPERTY DURING DEVELOPMENT			●	○		○										○			●		
	61. ENSURE THAT TREE PLANTING OCCURS ON AN ONGOING BASIS			○			●													●		
	62. SEEK AGREEMENT TO AND FINANCIAL SUPPORT FOR LANDSCAPING IMPROVEMENTS FROM ALREADY ESTABLISHED BUSINESSES		○				●				○					○					●	
	63. UNDERTAKE A SIDEWALK TREE PLANTING PROGRAM			○		○	●									○					●	
	64. ENCOURAGE ATTRACTIVE, "ALL-SEASON" LANDSCAPING DESIGNS			●			○				○						○			●		
	65. APPLY LANDSCAPING GUIDELINES TO THE AREA NORTH OF 50th AVENUE ALONG 50th STREET, AND WEST OF																					

BUILDING AND	53. PROTECT LAND USES ADJACENT TO NEW COMMERCIAL DEVELOPMENT	○		●	○												○			●		
	54. ENCOURAGE EXISTING LANDOWNERS AND BUSINESSES TO RENOVATE AND MAINTAIN THEIR PREMISES			○							●					○				●		
	55. ENSURE THAT THE EXTERIOR SURFACE TREATMENT AND SIGNAGE OF COMMERCIAL DEVELOPMENTS CONFORMS TO PROPOSED BUILDING DESIGN GUIDELINES			●	○															●		
	56. REVIEW EXISTING AND PROPOSED SIGN REGULATIONS	○		●							○							○		●		
PROTECTIVE SERVICES	57. ENSURE THAT THE R.C.M.P. CONTINUES EFFECTIVE POLICING OF THE CENTRAL AREA	○	○					●												●		
	58. CONSIDER BUILDING AND SITE DESIGN CRIME PREVENTION GUIDELINES WHEN REVIEWING CENTRAL AREA DEVELOPMENT PERMITS			○	●			○									○			●		
	59. ANNUALLY REVIEW THE ADEQUACY OF FIRE PROTECTION SERVICES	○	○						●											●		
STREET FURNISHINGS, LANDSCAPING AND OPEN SPACE	60. RETAIN HEALTHY MATURE TREES ALONG STREETS AND ON PRIVATE PROPERTY DURING DEVELOPMENT			●	○		○										○			●		
	61. ENSURE THAT TREE PLANTING OCCURS ON AN ONGOING BASIS			○			●													●		
	62. SEEK AGREEMENT TO AND FINANCIAL SUPPORT FOR LANDSCAPING IMPROVEMENTS FROM ALREADY ESTABLISHED BUSINESSES		○				●				○					○					●	
	63. UNDERTAKE A SIDEWALK TREE PLANTING PROGRAM			○		○	●									○					●	
	64. ENCOURAGE ATTRACTIVE, "ALL-SEASON" LANDSCAPING DESIGNS			●			○				○						○			●		
	65. APPLY LANDSCAPING GUIDELINES TO THE AREA NORTH OF 50th AVENUE ALONG 50th STREET, AND WEST OF 50th STREET ALONG 50th AVENUE			○	●		○				○					○	○				●	
	66. APPLY LANDSCAPING GUIDELINES TO THE DEVELOPMENTS ADJACENT TO 50th STREET SOUTH OF 50th AVENUE			○	●		○				○					○	○				●	
	67. LANDSCAPE THE C.P.R. RIGHT-OF-WAY AND 47th AVENUE AS A MAJOR CENTRAL AREA ARTERIAL ROADWAY			●			○				○					○	○				●	
	68. CONSTRUCT LANDSCAPED PEDESTRIAN SIDEWALK AREAS			○		●	○														●	
	69. PROVIDE OUTDOOR PEDESTRIAN ACTIVITY AREAS ON 49th STREET FROM 47th TO 51st AVENUES AND 48th STREET NORTH OF 50th AVENUE			●		○	○				○										●	
	70. DEVELOP THE TOWN ADMINISTRATION BUILDING GROUNDS FOR PASSIVE RECREATION PURPOSES			○			●														●	
	71. SECURE FEDERAL GOVERNMENT AGREEMENT TO USE OF THE POST OFFICE BUILDING GROUNDS FOR PASSIVE RECREATION PURPOSES	○	○	●			○								○					●		
	72. MAINTAIN THE EXISTING SUPPLY OF PUBLIC SPACE IN THE CENTRAL AREA	○	●	○																●		
	73. PROVIDE A CONSISTENT DESIGN THEME FOR CENTRAL AREA STREET FURNISHINGS			○		○	○				●									●		
	74. ENSURE THE PROPER PLACEMENT OF STREET FURNITURE			○		○	●													●		
	75. ENSURE THAT STREET AND PEDESTRIAN LIGHTING ENHANCES ATTRACTIVENESS, DISCOURAGES CRIME, AND ENCOURAGES PUBLIC USE OF THE CENTRAL AREA			○		●	○				○									●		
	76. CONSIDER THE INCLUSION OF PUBLIC WASHROOM FACILITIES IN PUBLIC OPEN SPACE AREAS			○			●									○				●		
	77. ENCOURAGE GROUPS TO ACQUIRE ART AS A MEANS OF BEAUTIFICATION		○	○			●				○										●	
	78. ORGANIZE A "COMMUNITY CLEAN-UP" CAMPAIGN		○								●									●		
HISTORICAL RESOURCES	79. ESTABLISH A DEVELOPMENT THEME FOR THE OLDER PORTION OF THE CENTRAL AREA										●	○					○			●		
	80. PREPARE A SERIES OF HISTORICAL MARKERS AND A WALKING TOUR BROCHURE										○	●				○				●		
	81. SEEK FUNDING FROM ALBERTA CULTURE FOR PREPARATION OF HISTORICAL PLAQUES AND A WALKING TOUR BROCHURE	○	○								○	●		○						●		
ECONOMIC STRATEGY	82. ESTABLISH A PERMANENT VISITOR'S INFORMATION KIOSK AT THE INTERSECTION OF 50th AVENUE AND HIGHWAY 2		○							○	●										●	
	83. PUBLICIZE THE CENTRAL AREA THROUGHOUT THE LEDUC AREA		○							○	●									●		
	84. PREPARE CENTRAL AREA PROMOTIONAL MATERIAL									○	●									●		
	85. CONSIDER METHODS OF MARKETING THE CENTRAL AREA AND ITS ACTIVITIES									○	●										●	
	86. SEEK THE ASSISTANCE OF ALBERTA TOURISM AND SMALL BUSINESS IN AIDING LOCAL BUSINESSES									●	○			○						●		
	87. ATTRACT DESIRED AND POTENTIALLY CENTRALLY LOCATABLE COMMERCIAL ACTIVITIES		○							●	○									●		
	88. REVIEW ALTERNATIVE METHODS OF FINANCING PROPOSED CENTRAL AREA REDEVELOPMENT PLAN IMPROVEMENTS	○	●								○										●	
	89. SEEK PROVINCIAL ENABLING LEGISLATION FOR THE FORMATION OF A CENTRAL AREA BUSINESS IMPROVEMENT AUTHORITY	●	○								○			○							●	
	90. SEEK PROVINCIAL GOVERNMENT ASSISTANCE AND FINANCIAL SUPPORT FOR A MIXED USE DEVELOPMENT NORTH OF ALEXANDRA PARK	○	●											○						●		
	91. SECURE LAND IN FUTURE COMMERCIAL/LIGHT INDUSTRIAL SUBDIVISIONS FOR THE RELOCATION OF LAND EXTENSIVE CENTRAL AREA USES	○	○	●																		●
	92. CONSIDER THE TRADE, LEASE OR SALE OF TOWN LAND IN ORDER TO EXPEDITE CENTRAL AREA REDEVELOPMENT	○	●	○																		●
	93. SUPPORT THE ESTABLISHMENT OF A TOWN AND LEDUC AND DISTRICT CHAMBER OF COMMERCE JOINT COMMITTEE	○	○								●									●		
	94. CONSIDER THE ESTABLISHMENT OF A CENTRAL AREA PARKING AUTHORITY	●	○								○										●	

LEGEND: ● SUGGESTED PRIMARY RESPONSIBILITY ○ SUGGESTED SECONDARY RESPONSIBILITY